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# The North Pickering Project

**Technical Information Relating  
To Social Programs and Facilities  
In North Pickering  
(Background Paper No. 1)**

March, 1975



Ministry of  
Housing

Ontario

This report was prepared as background material in the Planning of The North Pickering Planning Area and does not necessarily constitute a recommendation of the North Pickering Project nor approval of the Government of Ontario.

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TECHNICAL INFORMATION RELATING TO  
SOCIAL PROGRAMS AND FACILITIES IN NORTH PICKERING

(SOCIAL DEVELOPMENT BACKGROUND PAPER NO. 1)


MARCH, 1975



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## INTRODUCTION

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A significant part of the Social Planning Section's work program deals with the network of social programs and facilities that will be required and developed in North Pickering.

To organize the work in this area a series of steps were taken:

1. A complete review of the research done in the Project with respect to social development to identify themes and elements which account had to be taken. (See Social Development Interim Report, Vol. One and Two).
2. The drafting of a set of goals and objectives statements for social programs and facilities in general for North Pickering.
3. The adaptation of these goals and objectives into a set of community goals and objectives for each of the major social program areas. These statements serve as an initial outline of the major dimensions thought to be important from the community's perspective.
4. The detailing of a set of Planning Goals for each major social program area that were related to what we as planners hoped to achieve.
5. The establishment of Planning Objectives based on a series of interviews with federal, provincial, regional and local government personnel and representatives of many organizations and associations responsible for specific programs. These consultations served as the basis for detailing the requirements of social programs with respect to population service data; number of programs/facilities; size and space requirements' locational criteria; financial and funding patterns; personnel; and, additional roles in the community.

This report presents the technical information derived from this process and the goals and objectives statements.

The major emphasis underlying the overall framework of the Social Goals and Objectives is on three aspects of social programming:

1. The provision of a wide range of types of social programs (program areas, sponsors, sources of funding and organizational approaches) to encourage variety and choice.
2. The design and location of programs and facilities to make them as accessible as possible in terms of their physical location; the times at which



they are available; the minimizing of psychological, social and financial barriers to participation; and by giving special attention to the problems faced by members of the community with special needs and circumstances.

3. Varying degrees of co-ordination and links between social programs, facilities and organizations to optimize their use of physical, financial and human resources and thereby increase the effectiveness, efficiency and availability of services.

The Planning Goals and Objectives attempt to specify these themes by identifying specific arrangements and measures to be addressed and the requirements for the social programs and facilities expected in North Pickering.

Section One presents the Social Goals and Objectives for Social Programs. Section Two presents the Planning Goals for Social Programs as they apply to all programs and the Planning Objectives for each program area.

Section Three explores some of the dimensions of the links and inter-relationships between residents, organizations, programs and facilities. Section Four identifies some initial considerations for the North Pickering corporation in respect to staging and implementation relative to social programs and facilities.





SECTION ONE:    SOCIAL GOALS AND OBJECTIVES  
                  RELATIVE TO SOCIAL PROGRAMS  
                  IN NORTH PICKERING



SOCIAL GOALS AND OBJECTIVES  
RELATIVE TO SOCIAL PROGRAMS  
IN NORTH PICKERING

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GOALS

- I. North Pickering will have a full range of social program opportunities that contribute to the well-being of members of the community and facilitate the meeting of their interests and needs through individual and collective action. These opportunities will be of many different types, and will be sponsored and funded by a full range of organizations.
- II. Social program opportunities in North Pickering will be available at appropriate times and places for participants/recipients, and will attempt to minimize financial barriers to participation.
- III. Social program opportunities in North Pickering will be organized to make optimum use of their physical, financial, and human resources, while ensuring that the needs and interests of the participants/recipients are met in the most appropriate manner.

OBJECTIVES

- I. The types of community programs which people will desire or require will include social, health, education, recreation, religious, cultural, information, employment, immigration, financial, legal and correctional service; as well as opportunities to participate in social groups involved in programs concerned with community planning, human rights, the environment, transportation, communications, special housing and accommodation and, agriculture; and business, labour and professional organizations, service clubs, and community service funding groups.
- II. Community programming in North Pickering will be sponsored by a full range of organizations including all levels of government; quasi-governmental organizations; formal and informal voluntary organizations, community associations, and service clubs; commercial enterprises, labour, business and industry; special interest and project groups; and the North Pickering Project.





- III. Funding for community programs will encompass a full range of sources including the North Pickering Project, federal, provincial, regional and municipal governments; quasi-government organizations, formal voluntary organizations including established services, neighbourhood or community associations and service clubs. Also, funding for programs would come from informal voluntary groups, commerce, business, labour and industry, foundations, individual donations, fees for service and memberships.
- IV. The planning, policy development, administration and delivery of social programs will reflect a diversity of approaches in terms of the nature of the program, and the appropriate relationships between sponsoring, funding, and program participant groups.
- V. Social programs and facilities will be designed and located in relation to one another and at appropriate levels of the community to optimize their availability to participants/recipients.
- VI. The locational access of social programs and facilities will be determined with consideration of the extent of interest and need; financial requirements; required response time; the level of community involvement; the mobility or lack of it for the participants/recipients; and the anticipated role of the programs and facilities in contributing to community identity and providing anonymity for the participants/recipients.
- VII. Social programs and facilities will be available to the community at such times as most appropriately meet the needs and interests of participants/recipients and with a view to ensuring opportunities for those whose access is limited by work schedules, family responsibilities, and transportation opportunities.
- VIII. North Pickering will strive to minimize the psychological and social barriers which influence the participants'/recipients' attitudes about their access to social programs and facilities in North Pickering.
- IX. North Pickering will strive to minimize the financial barriers which influence the participants'/recipients' access to social programs and facilities in North Pickering.
- X. Social programs and facilities in North Pickering will be appropriately linked, physically and organizationally to each other, other community functions, and programs and facilities outside of the community, to optimize



SECTION TWO: PLANNING GOALS AND OBJECTIVES  
RELATIVE TO SOCIAL PROGRAM AREAS  
FOR NORTH PICKERING



## PLANNING GOALS FOR SOCIAL PROGRAMS AND FACILITIES

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- I. Social programs and facilities will be located permanently and occasionally in a variety of places and at various levels of the community:
  - a) separate facilities within areas of the community (e.g. industrial, residential) and centres within the community (neighbourhood, secondary, and central area);
  - b) grouped with related programs in separate and shared facilities with varying levels of shared and co-ordinated resources, in or near centres within the community;
  - c) in other community facilities that could accommodate and share space with social programs; and,
  - d) outside of the community.
- II. Where appropriate, social programs and facilities will be located in proximity to programs and facilities with whom they might share and co-ordinate the use and cost of space/resources and optimize access by participants/recipients.
- III. Social programs and facilities will be located so that members of the community have convenient and safe access to them by means of the public open space system, and public and private transportation.
- IV. Special attention will be given to ensuring access at convenient times and places to social programs and facilities for members of the community with limited opportunities:
  - a) children;
  - b) the elderly;
  - c) the handicapped;
  - d) shift workers with limiting time schedules;
  - e) those with family responsibilities that limit their mobility; and,
  - f) those with limited transportation opportunities at specific times.

Appropriate measures might include special transportation arrangements and schedules; programs at special times





of the day, night, week, etc.; mobile/visiting programs; locating programs within easy walking distance of residences and places of work.

- V. Social programs will be located in facilities that fall under a variety of tenure arrangements (including ownership and rental of land, buildings, and space on individual and shared basis).
- VI. The degree to which the planning, policy development administration and delivery functions of social programs and facilities are co-ordinated and integrated within and among social programs will vary considerably; however, the co-ordination and integration of these functions for related social programs will be encouraged when it will ensure adequate program opportunities within the community, access to these opportunities, and the provision of a high level of service.



## PLANNING OBJECTIVES FOR SPECIFIC SOCIAL PROGRAM AREAS

### I. EDUCATION

Increasingly, educational programs are providing and being called upon to provide learning and training opportunities for individuals and groups throughout their lives. To meet the needs of a diverse population, North Pickering will require a variety of educational programs and facilities including elementary, secondary, and post-secondary schools - public and separate; special schools for those with special needs; formal and informal adult education programs; and private teachers and schools.

Educational facilities will not only serve the needs of educational programs of different types, but will also provide resources for many other types of community programs.

Similarly, other community facilities will provide resources for education programs that do not necessarily take place in education facilities.

To extend the resources available to education programs and other community activities, the community use of schools and the coordination of the times and places that community resources are available will be encouraged.

The Durham Board of Education, the Durham Region Roman Catholic Separate School Board, and the Durham College of Applied Arts and Technology will be major sponsors of education programs and facilities in North Pickering. Many other groups and organizations will also be involved in offering and developing education programs on formal and informal basis to ensure a full range of opportunities. It is expected that there will be a great deal of cooperation and joint planning between these organizations and other community groups regarding educational programs and the shared use of resources.





# Planning Objectives for Education Programs and Facilities In North Pickering

## A. Public Schools

### I. Population Service Data

1. The following public school enrollment is forecast for a population of 75,000:

Elementary	10,400
Secondary	5,204
School for Trainable Retarded	80

### II. Number of Schools

1. North Pickering will require

16	K-8, Elementary Schools (650 pupils each)
3	9-13, Composite Secondary Schools (1,450 pupils each)
1	Special Vocational School (850 pupils)
1	School for Trainable Retarded (80 pupils)

### III. Size/Space Requirements

1. Each elementary school will require 44,800 square feet of floor space and a 6 acre site.

Total = 716,800 sq. ft. building/96 acres

2. Each secondary school will require 177,200 square feet of floor space and an 18 acre site.

Total = 531,600 sq. ft. building/54 acres

3. The Special Vocational School will require 132,200 square feet of building on a 15 acre site.

4. The School for Trainable Retarded will require 12,000 square feet of floor space and a 3 acre site.

5. Total requirements for public schools will be 1,392,600 square feet of building/168 acres

### IV. Location

1. The following criteria apply to the location of Elementary Schools:



- a) In neighbourhood centres adjacent to neighbourhood park, but not close to secondary or central commercial areas.
  - b) Central to population serviced, accessible by open space links, sidewalks and road in a non-circuitous route of not more than 3/4 mile and where possible, no crossings of major arterial roads.
  - c) Sites should be rectangular (sides 5:3 approximately) with a street frontage of 300-350 feet.
  - d) In some cases, elementary schools will be grouped with day care facilities.
2. The following criteria apply to the location of Secondary Schools:
- a) In secondary centres adjacent to secondary centre parks, but not integrated into secondary or town centre commercial areas.
  - b) On a public transportation route.
3. The following criteria apply to the location of The Special Vocational School:
- a) In a secondary centre adjacent to secondary centre park and preferably the secondary centre serving the town centre, but not adjacent to commercial areas.
  - b) On a public transportation route serving large part of the community.
4. The following criteria apply to the location of The School for the Trainable Retarded:
- a) In a secondary centre and adjacent to Special Vocational or Elementary School and a Day Care Centre.
  - b) Reasonably close to geographic centre of community and accessible by public and private transportation.
5. General criteria include the following assumptions:
- a) Adjacent to a park which can be used jointly with the school playing fields.
  - b) Topography suitable for school athletic program and natural drainage handling storm water run-off (except from parking areas).



- c) Rectangular shape site.
- d) Frontage set-back of 40 to 60 feet.
- e) Playing field boundaries adjacent to housing will require 6 foot high chain link galvanized fencing.
- f) Top soil not removed from site.
- g) Soil conditions suitable for multi-storey building using normal footage design.

## V. Financing

### 1. Capital Expenditures

- a) The construction costs for public schools (including construction, fees, site development, and equipment, but not site costs) are as follows:
  - i) 16 K-8 Elementary @ \$1,512,000/school = \$24,192,000.
  - ii) 3 Composite Secondary Schools @ \$7,347,000/school = \$22,041,000.
  - iii) 1 Special Vocational School = \$5,359,000.
  - iv) 1 School for Trainable Retarded = \$416,000.

Total = \$52,008,000 (1974 tender data)

- b) The Province assumes 100% of capital costs.

### 2. Operating Expenditures

- a) The annual operating costs for public schools are as follows:
  - i) 16 Elementary Schools (10,400 pupils @ \$668.00 per pupil) = \$ 7,155,200
  - ii) 3 Secondary, 1 Special Vocational and 1 School for the Trainable Retarded (6,120 pupils @ \$1,230.00 per pupil) = \$ 7,527,000

TOTAL	\$14,682,200
per year (1974 dollars)	



Estimates do not include "establishment costs", special transportation, or costs of educating disturbed and handicapped students. General home to school transportation should not be required. Province assumes all costs for disturbed and handicapped children. Estimates do include normal adult evening courses provided by Secondary School.

- b) The Province assumes 60% of the operating costs (100% for handicapped and disturbed children). Local school taxes cover the remainder.

## VI. Personnel

### 1. Staff requirements for elementary schools:

449	Teachers
16	Secretarial
48	Custodial
<u>3</u>	Lay Assistants
516	T O T A L

### 2. Staff requirements for secondary schools (including School for Trainable Retarded):

332	Teachers
26	Secretarial
<u>55</u>	Custodial
413	T O T A L

### 3. Additional staff requirements:

20	Maintenance
2	Program Superintendents





## B. Separate Schools (Roman Catholic)

### I. Population Service Data

The following separate school enrollment is forecast for a population of 75,000:

<u>Grade</u>	<u>Pupils</u>
K to 8	3,900
9 & 10	255
11, 12, 13 **	208
	4,363 pupils (4,155 pupils with Separate School Board)

\*\* would be enrolled in private Catholic High School.

### II. Number of Schools

North Pickering will require:

- 7 Separate Elementary Schools, K-8  
(600 pupils each)
- 1 Separate High School combining 9 and 10  
and private 11, 12 and 13 (600 pupils).

### III. Size/Space Requirements

1. Each separate elementary school will require a site of 5 acres (minimum) and 47,844 sq. ft. of building. Total = 334,908 sq. ft. building/35 acres.
2. The separate high school will require 10 acres of land and 95,688 sq. ft. of floor space.
3. Total requirements for separate schools will be 430,596 sq. ft. building/45 acres.

### IV. Location

1. The following criteria apply to the location of Separate Elementary Schools:
  - a) In neighbourhood and secondary centres adjacent to parks.
  - b) Accessible to open space links, sidewalks and roads, and where possible, with no crossings of major arterial roads.
  - c) Accessible by public transit.
  - d) Adjacent or close to public schools, library, social or health centres.



2. The following criteria apply to the location of the Separate High School:
  - a) Within central area or secondary centre, very accessible by public transit.
  - b) Adjacent to park.
3. Some separate schools will be located in proximity to Roman Catholic churches.

## V. Financing

### 1. Capital Expenditures

- a) The construction costs for separate schools (excluding land costs) are as follows:
  - i) 7 elementary schools @ \$1,554,930/school = \$10,884,510
  - ii) 1 high school = \$3,109,860
  - iii) Total = \$13,994,370 (1974 dollars based on \$32.50/sq. ft.)
- b) The Province assumes 85% of the capital costs.

### 2. Operating Expenditures

- a) The annual operating costs for separate schools are as follows:
  - 7 elementary schools plus Grade 9 and 10 pupils (4,155 pupils @ \$719 per pupil = \$2,987,445 (1974 dollars).
- b) The Province subsidizes 85% of the operating costs.

## VI. Personnel

1. Staffing requirements for the Separate Schools (based on 1974 policies and ratios) will be as follows:

7	Elementary principals
1	High school principal
7	Elementary vice-principals
1	High school vice-principal
8	Librarians
16	Conversational French teachers
104	Teachers (Jr. K to 8)
10	Teachers (9 and 10)
10	Teachers (11, 12 and 13)



1	School Psychologist
7	Special Education
7	Remedial
6	Program Consultants/Resource Teachers
3	Academic Administrators
11	Secretaries
29	Custodial
2	Business Administrators
2	Maintenance
1	Attendance Officer

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233 T O T A L (191 Professional;  
11 Secretaries;  
31 Custodial and Maintenance)

## C. Community College

### I. Population Service Data

For a population of 75,000 in the Region of Durham, 1,000 full time and many more part time students would be expected.

### II. Number of Colleges

North Pickering will require one satellite campus of the Durham College of Applied Arts and Technology.

### III. Size/Space Requirements

The college will require:

50 acres and 175,000 sq. ft. of building

### IV. Location

The following criteria apply to the location of a community college:

1. Along public transportation routes with central access for both day and night students.
2. Adjacent to open space.
3. Incorporating or adjacent to elementary and secondary schools, recreation and cultural facilities.





## V. Financing

### 1. Capital Expenditures

- a) The construction costs for a community college are estimated to be \$8 million (1974).
- b) The Province assumes 100% of the capital costs.

### 2. Operating Expenditures

- a) The operating expenditures are estimated to be \$4 million per year (1974).
- b) The Province assumes 100% of the operating costs less student fees (approximately 10%).

## VI. Personnel

Approximately 224 staff would be required:

- 169 teaching
- 32 non-teaching
- 23 maintenance/caretaking

## VII. Other Roles

- 1. The community college will most likely continue to offer university courses in conjunction with Scarborough College, University of Toronto.
- 2. The college facilities will be available to the public wherever possible, especially in terms of recreation, culture, and library facilities.



D. Other Education Programs

In addition to the provisions for elementary, secondary, and post-secondary education programs, there is a wide variety of other types of education programs that will develop and serve the North Pickering community. Adult education opportunities will also be available through courses (public and private), manpower training opportunities, and community groups. A host of private teachers, institutes, schools and colleges can be expected to provide courses, seminars and sessions in a diverse range of subjects and areas. General educational opportunities will be made available by agencies of government, recreation programs, churches, libraries, museums and historical programs, organizations related to specific health and social problems, business and industry, labour groups and innumerable community groups and organizations.

Many of these programs will require access to facilities in North Pickering on an occasional basis. Provision for these requirements should be found in churches, schools, libraries, the community college, recreation facilities, and other social facilities throughout the community.

Other programs will require permanent facilities in areas ranging from private homes to commercial areas. A number of these programs will not be based in the community, but will offer their services in centres serving a larger area.

These programs should be offered in places that are convenient to the participants, and are appropriately located and linked to other parts of the social programs network.

These organizations and programs cover the full spectrum of financial sponsorship including all levels of government, private enterprise, community groups and organizations, and private individuals.



## 2. CHILD DAY CARE PROGRAMS

Meeting the diverse needs for child day care programs in North Pickering will require a range of different types of approaches and facilities.

Variations in the needs of children and families will require full and part day care programs, half-day nursery schools, infant care programs, programs for the handicapped, private home day care; after school and evening programs, and casual babysitting and emergency care.

The different circumstances of families utilizing day care programs will require that they be distributed throughout the community in various ways - within easy walking distance of homes, close to schools, convenient to public transportation, and in proximity to places of work.

To increase the opportunity for sharing resources and facilities, day care centres and programs should be located in conjunction with other types of facilities and programs, such as schools and colleges, churches, parks, places of work, and private homes.

A wide range of organizations can be expected to be involved in the provision of these services and programs. The co-ordination of day care programs will be encouraged to enable families to acquire information and select the most appropriate programs for their children. The Provincial and Regional governments will play a leadership role with regard to the sponsorship, supervision, funding and encouragement of child day care programs.

### Planning Objectives for Child Day Care Programs in North Pickering

#### A. Day Care Centres and Nursery Schools

##### I. Population Service Data

The following rates of participation are expected in various day care programs:

Full Day Care (8 to 10 hours):	5.5/1,000
Part Day Care (6 hours)	: 2.5/1,000
Half Day Nursery	: 3.0/1,000
Infant Care	: 1/1,000
Handicapped (All Day)	: 5/1,000
Handicapped (Part Day)	: 3/1,000
Private Home Day Care	: 1/1,000
School-age Supplementary Care:	1.5/1,000

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## II. Number of Day Care Facilities (Serving 75,000)

### 1. North Pickering will require:

- 12 Day Care Centres (about 45 children each)
- 6 Half-day Nursery Schools (20 children per session)
- 1 Development Centre for the handicapped (about 30 children)
- 1 Half-day Nursery School for the handicapped
- \* Private Home Day Care programs as the need arises.

### 2. In some cases, full day care, nursery, and handicapped children will be served in one integrated program.

## III. Size/Space Requirements

- 1. Each centre will require 10,000 square feet of land and buildings if a separate structure, and 8,000 square feet if a shared premises; the total requirements for day care centres and nursery schools is approximately 200,000 square feet.

## IV. Location

The location of day care programs/facilities are determined by the following criteria:

- 1. Ground-related or lower floors of buildings.
- 2. Easily accessible from the homes of clients (walking distance, on major public transportation routes, and adequate short term parking).
- 3. In proximity to or part of medium to high density dwelling units; schools or school ground; recreation centres; college campus; churches, parks; and places of work.
- 4. Proximity, where possible to other social services (health clinics, immigration and language programs, rehabilitation services, social counselling and community programs).
- 5. Programs for the handicapped will be located in or adjacent to facilities for non-handicapped children. Where appropriate, these programs will be integrated.
- 6. Private Home Day Care programs will be located in homes, but will relate to day care centres and schools for program support.





## V. Financing

### 1. Capital Expenditures

- i) Establishment of nurseries by municipalities and non-profit corporations:
  - a) New Construction  
\$5,652 per place ('74)
  - Renovations  
\$3,752 per place ('74)
  - b) \$254,340 per new day care centre  
\$113,040 per new nursery school
  - c) \$3,730,320 for all new facilities  
(12 day care, 6 nursery centres)
- ii) Establishment of nurseries for handicapped children by municipalities and non-profit corporations:
  - a) New Construction  
\$10,834 per place ('74)
  - Renovations  
\$ 7,034 per place ('74)
  - b) \$325,020 per new centre
  - c) \$650,040 for all handicapped facilities
- iii) Funding
  - a) For new construction, addition to an existing building, purchase or other acquisition of an existing building (cost of land included if approved) - 50% province and 50% municipality or approved corporation.
  - b) Renovating premises for use as a day nursery and for the purchase of initial and additional equipment and furnishings - 80% provincial and 20% municipal or approved corporation.
  - c) Where the approved corporation is establishing a nursery for handicapped children capital cost may be approved for both (a) and (b) above on an 80% provincial and 20% approved corporation basis.

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## 2. Operating Expenditures

### i) Day Care Centres

- a) All day program : \$1,860 per child  
per year ('74)  
Part day program: \$ 980 per child  
per year ('74)
- b) \$ 83,700 per all day centre  
\$ 39,200 per nursery
- c) Total: \$1,239,600 for all  
facilities (12 day care and 6 nursery).

### ii) Day Care Centres for Handicapped Children

- a) All day program: \$2,525 per child  
per year (1974)
- b) Part day program: \$1,330 per child  
per year (1974)
- c) Totals: \$75,750 per centre

### iii) Funding

- a) Municipalities: The Province pays  
80% of net costs of day nursery  
services.
- b) Approved Corporations for Handicapped  
Children (Current Regulations)  
The province will pay the lesser  
of the net costs or 80% of gross  
cost.

### Note:

An amendment to the Regulation under The Day Nurseries Act, soon to be published will permit the province to pay 100% of the operating costs with respect to handicapped children who are attending day nurseries and who are five years of age and over and 100% of the first 35% and 80% of the remainder of the cost of providing services to handicapped children who are under five years of age.



c) Other Non-Profit Provincially  
Approved Corporations

The province will pay the lesser of net costs or 80% of the costs of providing services to those in financial need.

d) Purchase of Services

This program is presently for municipalities only. The province will pay to the municipality 80% of municipal expenditures in the purchase of service. Parents or guardians ability to pay is determined by a needs test.

e) Private Home Day Care Program

Same as in Purchase of Service with the inclusion of inspection costs for sharing purposes.

VI. Personnel

1. Full day program: 5 teachers for 45 children  
3 housekeeping & administration  
8 per centre (more for handicapped)
2. Total: approximately 165

VII. Other Roles

1. Space for Community education; association with Day Care Training Programs; share kitchen to cater to other groups; emergency units relating to Children's Aid Society.
2. Day Care Centres will provide support services (e.g. play facilities, training programs) for Private Home Day Care programs.

B. Other Child Day Care Programs

In addition to the major day care programs outlined above, it is expected that other types of programs will emerge and develop in the community in a variety of ways. These might include informal arrangements between parents, services offered by employers and businesses to customers and employees, special programs for special occasions, and co-operative undertakings. These programs can be expected to draw from a range of the community's physical, financial, and human resources.



### 3. INFORMATION AND LIBRARY SERVICES

To enable members of the community to gain access to information about their community's resources, as well as access to general learning resources, North Pickering will require public libraries and a program designed to collect and provide information about a diverse range of programs and organizations available to the community.

To ensure the provision of some specialized services to the community, the public library will require a centralized facility. On the other hand, to provide easy and convenient access to a range of materials and programs that can be duplicated, the library can also support some decentralized facilities on a smaller scale.

The major responsibility for public libraries will rest with the Town of Pickering Public Library Board and the Central Ontario Library System. More specialized library needs will be met by other types of libraries that will be encouraged to be available to the general community; school and college libraries, and, museum and historical libraries.

#### Planning Objectives for Library and Information Services in North Pickering

##### A. Public Libraries

###### I. Population Service Data

1. Approximately 25% of the population would be expected to utilize public library services.
2. A 50,000 to 100,000 minimum population is required to support an effective library system that includes a full range of services.
3. Full time branch libraries are viable in serving 20,000 population catchment area.

###### II. Number of Public Libraries (serving 75,000)

1. North Pickering will require
  - one main library
  - two branch libraries
2. The libraries in North Pickering will be part of the Central Ontario Regional Library System.





### III. Size/Space Requirements

1. The main library would require 3 to 3½ acres of land and floor space of 51,000 square feet.
2. The main library would include space for deliveries, inter-library loan, teletype network, audio-visual headware, storage of little used materials, multi-purpose rooms, listening areas, study carrels, children's areas and storey rooms.
3. Branch library would require 9,000 square feet (6,800 square feet on the first floor).

### IV. Location

1. The main library will be located in the central area near shopping with other cultural and recreational facilities (could be in one community building). Good transportation must be available with location in proximity to a main intersection with parking either on library property or adjacent to it.
2. Each branch library will be located in or adjacent to a commercial area in a secondary centre and/or connected to a school (but separated from these specialized school library facilities) in the secondary centre. Good transportation links and adequate parking is essential.

### V. Types of Library Programs

The comprehensive library system would enable the following range of programs to be carried out:

- Printed and recorded information, loans and collections
- Exhibits
- Discussion groups
- Lectures/courses
- Institutes/seminars
- Tours
- Shows
- Meetings & special activities
- Crafts



- Drama
- Children's Programs
- Media
- Services to the Handicapped
- Senior Citizen's Programs
- Sales
- Clubs
- Mobile Library
- Assistance with resources, program planning and locating human resources
- Information.

## VI. Financing

### 1. Capital Expenditures

- i) Main Library - \$1,750,000 (1974 dollars)
- ii) Branch Library - approximately \$300,000 (1974 dollars) each
- iii) Debentures for capital projects may be purchased by the local municipality from the Universities Capital Aid Corporation or funded through the Federal-Provincial Winter Capital Projects Fund.

### 2. Operating Expenditure

- i) Operating expenditure for library services would be \$562,500 per year (1974 dollars). This includes 7.1% contribution to capital expenditures and debenture interest.
- ii) Expenditure per capita for library services would be \$7.50 (1973 dollars) with a range to \$14.00 per capita especially if capital projects are being financed.
- iii) The Province contributed \$1.50 per capita to Municipal Library Systems in 1974.



## VII. Personnel

1. The North Pickering library system would require approximately 37 staff in total, with 15 employees being professional or para-professional library personnel.

## VIII. Additional Roles

1. Space in the libraries will be available for community use.
2. The library would participate in the development and funding of joint community programs in conjunction with other organizations.

## B. Other Libraries

- I. In addition to Public Libraries, North Pickering will have libraries in schools, colleges, and museum/historical centres.
- II. The size and space requirements for these libraries will be included in estimates for the facilities of which they are a part.
- III. These other libraries will be located in such a way that they maintain separate identities in relation to public libraries.
- IV. The financial and staff requirements of these libraries is included in the estimates for the organizations of which they are a part.

## C. Community Information Centre

A Community Information Centre will be required in North Pickering to provide personalized information on resources and services available to residents. Such a Centre will keep up to date information and links with the diverse range of programs and organizations which will be required by the public. It would compile data on inquiries, identify needs, problems in the community service system and make the information known to appropriate community groups.



One comprehensive Community Information Centre with easy access and high visibility in the Central Area would serve the North Pickering Community. Such a centre would require ground floor office space of 2,000 square feet to provide for three offices, reception and phone area, and interview room. The Operating budget would be \$40,000 (1974 dollars), excluding rent. The Centre would require three full time staff including a program co-ordinator, an information resources and community relations personnel. In addition, volunteers would play a significant role in the service delivery.

The Community Information Centre would ultimately be under a Board or Management Committee composed of diverse representatives of the Community. It would be funded by a variety of sources including Provincial grants under the Ministry of Community and Social Services; the Municipality; federated funds, corporate contributions and voluntary fund raising endeavours.

#### 4. RECREATION AND CULTURE

North Pickering's recreation and cultural programs will have to respond to the wide range of interests and desires of members of the community. They will require opportunities for passive and active pursuits, public and private programs and facilities, individual and group activities, and participatory and spectator events.

These programs and facilities should be dispersed throughout the community and available to all residents. To further increase the availability and use of these resources, they will be frequently located in conjunction with other community facilities, especially schools and colleges so that the resources of each can be shared.

The joint location of recreation facilities adjacent to or within other community facilities will also increase the amount of flexibility with which the community's needs can be met.

The allocation of sufficient open space corridors will be an important element in providing convenient walking and cycling access between areas within the community and an alternative to automobile and transit modes.





While a major responsibility for recreation in North Pickering will rest with the Town of Pickering Recreation Department, recreation and cultural programs will be offered, sponsored, and funded by a diverse segment of the community's social organizations, including all levels of government, boards of education, libraries, day care programs, religious groups, service clubs, special residential facilities, commercial enterprises and private clubs, and community groups, associations and clubs. A great deal of co-operation is to be expected and will be encouraged between these community groups in respect to the use of facilities and the planning and provision of program opportunities.

### Planning Objectives for Recreation and Cultural Programs and Facilities in North Pickering

#### A. Recreation and Cultural Programs & Facilities

##### I. Population Service Data

1. Recreation facilities can be supported or are needed for the following levels of population (with variations according to population characteristics):

<u>Facility</u>	<u>Area Served</u>
1 infant's playground (tot lot)	radius of 55 yards
1 equipped playground (approximately 1/2500 population)	radius of 165 yards
Picnic Areas (1 acre)	3,000 - 5,000 pop.
1 Junk Playground	3,000 - 5,000 pop.
1 Natural Ice Area	3,000 - 5,000 pop.
1 Hard Surface Area	3,000 - 5,000 pop.
1 Wading or Spray Pool	3,000 - 5,000 pop.
2 Ball Fields	3,000 - 5,000 pop.
3-4 Tennis Courts	3,000 - 5,000 pop.
1 Jr. Soccer Field	3,000 - 5,000 pop.
1 Badminton Court	3,000 - 5,000 pop.
1 Basketball Court	3,000 - 5,000 pop.
1 Horseshoe Pitch Area	3,000 - 5,000 pop.
1 Shuffle Board Court	3,000 - 5,000 pop.
1 Volleyball Court	3,000 - 5,000 pop.
1 Tetherball Area	3,000 - 5,000 pop.
1 Craft Room Area	3,000 - 5,000 pop.



<u>Facility</u>	<u>Area Served</u>
1 Auditorium	15,000-20,000 pop.
1 Gymnasium	15,000-20,000 pop.
1 Lighted Fastball Field	15,000-20,000 pop.
1 Indoor Ice Arena	15,000-20,000 pop.
Major Fields: Athletic	15,000-20,000 pop.
Football	15,000-20,000 pop.
Lacrosse	15,000-20,000 pop.
Sr. Soccer	15,000-20,000 pop.
Track	15,000-20,000 pop.
1 Indoor-Outdoor Pool	15,000-20,000 pop.
1 Handball and Squash Courts	15,000-20,000 pop.
1 Band Shell-Outdoor Theatre	15,000-20,000 pop.
1 Archery Range	15,000-20,000 pop.
1 Sleigh-Toboggan Slope	15,000-20,000 pop.
1 Teen Drop-In Centre	15,000-20,000 pop.
1 Senior Citizen's Drop-In Centre	15,000-20,000 pop.
1 Community Centre	15,000-20,000 pop.
1 Lawn Bowling Area	15,000-20,000 pop.
1 Day Camp	25,000 pop.
12 Curling Sheets	20,000-25,000 pop.
10 Bowling Lanes (Pin)	25,000 pop.
1 18 hole Golf Course	30,000 pop.
1 Indoor Pool	40,000 pop.
1 Multi-use Cultural Centre	40,000 pop.
1 Resident Camp	40,000 pop.
1 Outdoor Education Centre	Municipality
1 Tourist Camp	Municipality
1 Cricket Field	Municipality
Fishing Area	Region
Olympic Swimming Pool	Region
Skiing Areas: Snow	Region
Water	Region
Cross-country	Region
Hiking & Cycling Trails	Region
Riding Trails	Region
Snowmobile Trails	Region
Major Stadium	100,000 pop.

## II. Size/Space and Location Requirements

The specific allocation of recreational facilities within the community should be based on the emerging character of the community rather than being strictly defined in advance. The following allocations of space to different levels of the community should provide sufficient space and flexibility to meet the emergent needs of the community.



# 1. Neighbourhood Parks

Approximately 8 acres (1.6 acres per 1,000 population) to be located within easy walking distance of homes and frequently associated with elementary schools. (Possible allocation of facilities: junior and senior playgrounds; multi-use court game area; softball and soccer fields; sitting area with gardens and picnic tables; tennis courts; and parking).

# 2. Secondary Centre (Community) Parks

Approximately 20 acres (1-1.3 acres per 1,000 population) to be located close to secondary centres and related educational facilities. (Possible allocation of facilities: lighted fastball fields, indoor ice arena, football, soccer and track fields; free play and athletic fields; court games area; tennis courts; lawn bowling; indoor/outdoor swimming pool; gardens, picnic area and passive areas; and parking).

# 3. Central Area Park

Approximately 75-100 acres (1 acre per 1,000 population) associated with and incorporated into the central area. This park would include major recreational facilities and substantial amounts of passive areas. (Possible facility allocation: botanical gardens; amphitheatre; multi-use cultural centre; major ice arena and pool; major passive use park; and parking).

# 4. Additional Requirements

To meet the needs of small facilities in residential areas (e.g. tot lots), green corridors, and walkway links, an additional 1.5 acres per 1,000 population should be provided (1.0 acres per 1,000 for corridors and walkways, 0.5 acres per 1,000 for tot lots, etc.).

# 5. In many cases, the provision of recreational facilities and programs will coincide with the provision of educational programs and facilities. Wherever possible, the shared use of recreation and education facilities will be encouraged at each level - elementary school/neighbourhood park; secondary school/secondary centre park; and, community college/central area park.



### III. Financing

#### 1. Capital Expenditures

##### Example

- i) The estimated cost of the following facilities is \$11.4 million (1974 dollars):

4 Indoor Arenas  
 2 Indoor Pools  
 4 Outdoor Pools  
 16 Tennis Courts  
 2 Cultural Centres

#### 2. Operating Expenditures

- i) The anticipated operating expenditures for a population of 75,000, calculated at \$19.3 per capita, would be \$1,447,500 (1974).

#### 3. Funding

- i) The Provincial government provides some assistance to Recreation Departments, especially in terms of capital grants.
- ii) Most revenues for the Recreation Department are derived from municipal taxes, municipal lot levies, and user fees.
- iii) The source and amount of funding will depend a great deal on the amount of joint sponsorship of capital projects, the amount of community involvement, and changing directions in the role of the Recreation Department.

### IV. Personnel

1. Staff requirements will depend a great deal on the availability of staff serving the entire Town of Pickering; the degree to which facilities are jointly sponsored and staffed by various municipal boards and departments; and the amount of community involvement in facility management and maintenance.





2. Approximate staffing requirements would be:

Maintenance: 40-50

Managers, Program Co-ordinators,  
Skilled Personnel: 20

#### V. Other Roles

1. The Town of Pickering Recreation Department is deeply involved in providing Leisure Education Programs, after-school programs, and sharing facilities and parks with schools.

#### B. Other Specific Recreation Related Programs (YMCA, YWCA)

##### I. Number of Programs

1. For a community of 75,000, the YMCA would require one main facility in which it would operate its own programs. The YMCA would also cooperate with other community groups and organizations in managing facilities and offering programs in other community facilities. The exact nature of YMCA programs in North Pickering will be determined by the identification of the community's needs over time, but will include programs in the following areas:
  - Education and Social programs for adults
  - youth and neighbourhood programs
  - physical education
  - residential camping
  - international education.
2. The YMCA would require an office for several staff people, from which they would organize a range of programs (determined by community interest) which would utilize other community facilities. Programs would include physical fitness, children's programs, teen programs, young adult programs, and some senior citizen programs, and family camping.

##### II. Size and Space Requirements

1. The YMCA would require one major facility that contained physical education facilities (pool, gym, etc.), classrooms for adult education, some popular services (e.g. squash and tennis), a health club, outdoor recreation space, and perhaps a day care centre. Such a facility would



require approximately 50,000 square feet of building on 3-5 acres of land.

2. The YMCA would require rented space for two or three staff offices and a clerical office, approximately 500 square feet.

### III. Location

1. Both the YMCA and the YWCA would prefer a location in the Central Area to be very accessible and avoid identification with any one area of the community.

### IV. Financing

1. The YMCA's capital costs would be approximately \$2,500,000 (1974 dollars). Its operating costs would be approximately \$200,000 (1974 dollars), including monies devoted to capital costs. All costs are covered by fees for service. The YMCA does enter into joint ventures with other community groups and organizations in the provision of facilities and programs.
2. The YWCA's estimated operating costs are \$45,000 to \$50,000 for senior staff salaries, plus salaries for program instructors which are covered by fees for services.

### V. Personnel

1. The YMCA would require 4 to 6 professional staff (2 or 3 physical education, 1 Adult Education, 1 Supervisor, and 1 Health Club) plus additional clerical and maintenance personnel.
2. The YWCA would require 1 Director and 3 Senior Staff plus some clerical support and program instructors.

### C. Other Recreation Programs

A wide range of other federal, provincial and municipal government departments and agencies; community groups and organizations; commercial enterprises; and individuals and groups can be expected to provide additional recreational programs.

The size and space requirements of these organizations and groups should be provided for in the community's recreational facilities and parks,



schools and colleges, churches, libraries, and other social facilities. Some of these groups will require their own facilities located throughout the community.

## 5. CHURCHES

Mixed population in North Pickering will pursue a full range of religious activities and programs. The resources of churches can serve not only the worship and congregational needs of the community, but also to encourage, sponsor, and support religious education, spiritual and other types of guidance and counselling and a wide variety of community programs.

To meet the different needs of various denominations and congregations, a variety of approaches are required in terms of the location, distribution, and interrelationships of churches. In some cases, churches will be located with each other to facilitate the joint use of space, the provision of community services, and the coordination of activities.

### Planning Objectives for Religious Programs and Facilities in North Pickering

#### I. Religious Denominations in North Pickering

- A. Approximately 15 to 20 religious denominations would be expected to locate in a community of 70,000 to 90,000 people, located next to Metropolitan Toronto and the Town of Pickering and the Town of Markham with their existing churches.
- B. The following denominations would normally be found in such a community:
  - Anglican (2 sites)
  - Baptists (2)
  - Canadian Holiness Federation (1)
  - Christian Missionary Alliance (1)
  - Christian Reformed (1)
  - Greek Orthodox (1)
  - Jehovah's Witness (1)
  - Jewish (1)
  - Lutherans (2)
  - Mennonite (1)
  - Pentecostal (1)
  - Presbyterians (2)
  - Roman Catholics (2)
  - Salvation Army (1)
  - United (2)
  - and possibly others



## II. Congregation and Facility Requirements

	1	2	3	4	5
DENOMINATION	AFFILIATION PER 1000	PARTICIPANTS PER 1000	PEOPLE PER CONGREGATION	NUMBER OF CONGREGATIONS	NUMBER OF BUILDINGS
1. Anglican	160	80	1600	2	2
2. Baptists	37	30	1000	2	2
3. Canadian Holiness Federation	4	3	400	1	1
4. Christian Missionary Alliance	1	1	300	1	1
5. Christian Reformed	6	5	400	1	1
6. Greek Orthodox	17	10	1000	1	1
7. Jehovah's Witness	9	9	250	1	1
8. Jewish	16	10	400	1	1
9. Lutherans	30	15	900	2	2
10. Mennonite	5	5	400	1	1
11. Pentecostal	30	20	1000	1	1
12. Presbyterian	70	40	1000	2	2
13. Roman Catholic	250	160	8000	2	2
14. Salvation Army	1	1	700	1	1
15. United	160	60	1600	2	2
16. Wesleyan Methodist	1	1	200	1	1
TOTALS	706	409	--	21	21

.../





Column 1 - Persons per 1,000 who would likely identify with each denomination.

Column 2 - Persons per 1,000 who would likely participate in congregations.

Column 3 - Number of persons in each congregation.

Column 4 - Number of separate congregations.

Column 5 - Number of separate churches.

### III. Location

#### A. Criteria for Location of Facilities for Places of Worship

- i) visibility in the community.
- ii) accessibility on major collector roads or arterial roads and in town or district centres intersecting four or five neighbourhoods.
- iii) near senior public or high schools for Protestants and adjacent to a separate school for Roman Catholics.
- iv) near to parking on adjacent land.
- v) clustering in the central area or district centre area with those facilities and agencies which are planned to serve the whole community or district.
- vi) adjacent to linked open space system and walkways.
- vii) where appropriate, adjacent to senior citizen's housing.

#### B. Locational Requirements

- i) those denominations with one church should be located on single or community ring roads, major collectors or arterial roads to enable them to reach all or most neighbourhoods.
- ii) those denominations with two or three church sites should be located in the District Centre areas either on separate sites or clustered-church campus sites.
- iii) the actual designation of sites for denominational use would be arranged through the Inter-Church Regional Planning Association or appropriate interchurch,



interfaith committee initiated by the Association, after consultation with the particular denominations and subject to the final approval of the North Pickering Project.

- iv) a) Town Centre related sites (in the centre or adjacent to the centre).
  - 1 campus-cluster of three churches.
  - 2 separate sites.
- b) Secondary Centre related sites (in secondary centres or adjacent to major arterial or collector roads).
  - 2 campus-clusters (three churches in each campus).
  - 1 cluster (two churches).
  - 8 separate sites.

#### C. Land Requirements

- i) Town Centre related sites
  - 1 campus-cluster - 4 to 5 acres
  - 2 separate sites - 2 acre sites (total 4 acres).
- ii) Secondary Centre related sites
  - 3 campus-cluster - 4 to 5 acres each campus (total 14 acres).
  - 8 separate sites - 2 acre sites (total 16 acres).
- iii) Total land requirements for church sites - 39 acres.

#### IV. Financing

##### A. Capital Expenditure

- i) Anticipated Capital Expenditure for Land  
 39 acres using \$25,000/acre - \$975,000 (1974 dollars), (actual cost per acre to be negotiated).
- ii) Anticipated Capital Expenditure for Complete Church Buildings (1974 dollars)\*
  - a) Small congregation - (5,000 sq. ft. at \$30 per)
    - \$ 150,000.00
    - 6 small congregations for a total of
    - \$ 900,000.00
  - b) Medium congregation - (8,000 sq. ft. at \$35 per)
    - \$ 280,000.00
    - 13 medium congregations for a total of
    - \$3,640,000.00



c)	Large congregation - (10,000 sq. ft. at \$40 per)	- \$ 400,000.00
	2 large congregations for a total of	- \$ 800,000.00
		<hr/>
	T O T A L	\$5,340,000.00

iii) Capital Expenditures for Land and  
Buildings (1974 dollars)\*

a)	Each small congregation \$200,000 6 small congregations -	\$1,200,000.00
b)	Each medium congregation \$330,000 13 medium congregations -	\$4,290,000.00
c)	Each large congregation \$450,000 2 large congregations -	\$ 400,000.00
		<hr/>
	TOTAL CAPITAL EXPEND- ITURES	\$6,390,000.00

B. Operational Expenditures for Churches\*  
(to meet cost of Ministry, House Allowance,  
Program, Building Operation, Debt Management,  
Benevolences)

a)	Small Congregation (1974 dollar) \$30,000-\$50,000 6 congregations	- \$180,000 - \$300,000
b)	Medium Congregation (1974 dollar) \$50,000-\$70,000 13 congregations	- \$650,000 - \$910,000
c)	Large Congregation (1974 dollar) \$75,000-\$100,000 2 congregations	- \$150,000 - \$200,000
		<hr/>
	TOTAL OPERATIONAL EXPENDITURES	\$980,000 - \$1,410,000

C. Patterns of Financing

- a) Some denominations assist new congregations with grants or loans for land purchases; first unit church construction, and to meet the cost of operating for a limited period. Other denominations expect their local congregations to completely meet the costs of land, facilities and operations.
- b) To ensure that congregations build as soon as possible, the North Pickering Project would enter into negotiations with the Interchurch Regional Planning Association in respect to land acquisition costs.

\* based on 21 separate congregations



## V. Anticipated Personnel in Church Work

### Professional (Full-time)

a)	Clergyman	25-30	
b)	Other Professional Staff	<u>5-10</u>	
	TOTAL		30 - 40
c)	Maintenance (Full or Part-Time)		21
d)	Clerical Staff (Full or Part-Time)		21
e)	Organists (Part-Time)		21
f)	Volunteer Church School Teachers, Group Leaders, Assistants		300-500

## VI. Planning and Co-ordination

- A. During the initial planning stages there will be ongoing consultation with the InterChurch Regional Planning Association with regard to decisions as to number, type, size, designation and locations of sites and the price, terms and conditions of sale of site. All denominations wishing to locate in North Pickering would be invited to participate in the Association.
- B. A North Pickering InterChurch Planning Committee will be initiated by the InterChurch Regional Planning Association consisting of official representatives appointed by all the interested denominations to carry the ongoing planning responsibilities of the Association and to relate to the North Pickering Project. Denominations which are not necessarily members of the Association would participate through that Committee in church planning.
- C. With the formation of local congregations and the appointment of clergymen, a North Pickering Committee on Ministry would be formed with the approval of the various denominations, to co-ordinate the use of school facilities for religious purposes, exchange information about church and community programs, and to relate to the North Pickering Project, community and municipal agencies in the development of certain community programs. The initiative in establishing this Committee will be taken by the InterChurch Regional Planning Association.
- D. The Committee on Ministry will relate to such overall planning and co-ordination bodies established in North Pickering which bring together a range of community programs areas.
- E. Those denominations with existing congregations in the area will be responsible for feeding into the North Pickering InterChurch Planning Committee through a sub-committee of the Committee the concerns and needs of the existing





congregations as well as keeping the Social Planning Section of the North Pickering Project well informed about these concerns and needs.

## VII. Additional Roles of the Churches

- i) Additional roles of the churches will vary with the philosophy and methods of operation of various denominations, but generally most churches will plan their facilities for worship, church school, week-day Church growth groups for every age, and for such church and community groups as Scouts, Guides, Youth Drop-In Centres, Senior Citizen's Clubs, A.A., Day Care and Nursery Schools, Music and Cultural Activities, Parent Associations, etc. In certain cases the congregations will take the initiative and sponsor the program and leadership.

## 6. HEALTH

The health needs of the North Pickering community will require a comprehensive network of personal and public health services. These community health programs will be committed to the promotion, protection and restoration of the health of members of the community.

The organization of these programs will be responsive to achieving easy access; personalized, continuing and responsive care; and, a co-ordinated continuity of services from home-based services through primary care services that can be provided at more local levels, into highly specialized and institutional bed-related personal services.

The focus will be on the community health clinic and public health programs as the point of initial and continuing contact with the health system. These programs will be linked to more specialized programs through referrals to resident and visiting specialists in the clinics and to more specialized institutions.

Throughout the development of the community, diverse approaches will be developed to further this emphasis on a co-ordinated, responsive and personalized system of health care. Emphasis will be placed on furthering the co-operation and participation among the public, the providers of service and various levels of government in the planning and provision of services.



## Planning Objectives for Health Programs and Services in North Pickering

### A. Hospitals

#### I. Number of Hospitals

1. North Pickering will require one hospital to serve the population's secondary care needs and will rely on larger centres for highly specialized treatment.

#### II. Size/Space Requirements for a Hospital

1. The hospital will require approximately 357 beds including:
  - 287 Active Treatment beds
  - 26 Psychiatric beds
  - 44 General Rehabilitation & Chronic beds
2. The hospital and its related buildings will require a 20 acre site with an additional 5 acres if its development is phased.

#### III. Hospital Location

The following criteria apply to the hospital's location:

1. Proximity to the central area with good transportation access and on a sloping site (less than 10 feet in 300 feet).
2. Separation from community health clinics located elsewhere in the community, because the focus of the hospital is on secondary (specialized) care.
3. Access from two directions.

#### IV. Hospital Financing

##### 1. Capital Expenditures

- i) Hospital construction is estimated to cost approximately \$24,000,000 (1974 dollars) excluding site costs.
- ii) The Province bears two-thirds of the capital costs for hospitals. The remaining one-third is the responsibility of the local hospital board and may be raised through fund raising campaigns or by the municipality agreeing to assign a part of the mill rate.



## 2. Operating Expenditures

- i) Hospital operating costs are estimated to be approximately \$8,000,000 per year (1974).
- ii) The Ministry of Health is responsible for seeing that the operating costs of hospitals are met. Generally, approximately 90% of the costs are covered by the Ministry of Health with the remainder coming from the Workmen's Compensation Board, uninsured patients' fees, and additional payments for semi-private and private fees.

## V. Staff

- 1. In addition to normal hospital staff, specialists will be located in the hospital when a ratio for a speciality is greater than 1/20,000 population.
- 2. Staff and facilities for laboratories and radiology and ambulance service will be in the hospital.
- 3. Total staff: approximately 930 employees (200 R.N.'s, 245 aides, orderlies, etc., and 485 other).

## B. Nursing Homes

### I. Number of Nursing Homes

- 1. North Pickering will require two (2) nursing homes (approximately 180 beds) through this may be reduced because of the supply of beds in the region.

### II. Size/Space Requirements for Nursing Homes

- 1. Each nursing home will require approximately 36,000 square feet of building for 90 beds.
- 2. Each home will require a 3 acre site for a total of 6 acres.

### III. Location of Nursing Homes

- 1. Nursing homes should be located in proximity to other housing in residential areas and close to secondary centres and community facilities.



#### IV. Financing Nursing Homes

##### 1. Capital Expenditures (1974 dollars)

- i) Approximately \$15,000/bed or \$1,350,000/home. Total= \$2,700,000.

##### 2. Operating Expenditures for Nursing Homes

- i) Operating expenditures are \$17.00 per day per bed for a total of \$558,450 per home or \$1,105,731 for all homes (1974 dollars)\*.

- 3. Nursing Homes are private operations with funds coming from private sources as well as fees for service.

#### V. Personnel

- 1. Staff requirements for each nursing home would be 45 nurses and aides, plus 9 others.
- 2. Total staff requirements - 108.

#### C. Public Health Services

- I. North Pickering is not of sufficient size to support its own Public Health Unit, but will require the services and facilities of the Regional Health Unit within the community.

##### II. Size/Space Requirements for Public Health Services

- 1. The public health facility will require approximately 9,080 sq. ft. if it is a free standing building (7,080 sq. ft. if part of a larger building).

##### III. Location for Public Health Facilities

- 1. The public health facility should be located in the central area with high visibility and good transit access, and close to the hospital, social services, schools, and other health facilities.

#### IV. Financing

##### 1. Capital Expenditures

- i) Approximately \$50.00 per sq. ft. including architects' fees, etc. (1974 dollars) and excluding land or \$354,000 - \$454,000 in total.

\*Nursing home operating estimates include funds for the amortization of the capital debt. The total capital and operating costs would, therefore, be less than indicated.





- ii) Financial support is two-thirds by Ministry of Health and one-third by the regional municipality, excluding land. Land is provided by the local authority.

## 2. Operating Expenditures

- i) Approximately \$7.50 per capita or \$562,500 total per year (1974 dollars).
- ii) Funding is 75% Provincial, and 25% local.

## V. Public Health Personnel

- 1. The North Pickering Public Health services would employ 33 full time professionals, 8 clerical staff and the equivalent of approximately 2 full time visiting personnel:
  - \* 26 public health nurses (includes R.N.'s)
  - 5 public health inspectors
  - 3 preventive dental personnel
  - 2 home care personnel
  - 8 clerical personnel
  - $\frac{1}{2}$  time nutritionist
  - $\frac{1}{2}$  time public health educator
  - $\frac{1}{4}$  time public health veterinarian
  - $\frac{1}{4}$  time medical officer of health

\* This allows public health nurses to be assigned as liaisons in each of the community medical clinics and the hospital.

## D. Community Health Clinics

### I. Number of Clinics

- i) North Pickering will require 5 community health clinics, each serving about 15,000 population and focusing on primary care functions.

### II. Size/Space Requirements for Community Clinics

- i) Each clinic will require 3 acres of land and 12,000 sq. ft. of floor space.

### III. Location of Community Clinics

- i) Community clinics should be located in each of the four secondary centres and in the central area with good transportation access and close to other community facilities.
- ii) The central area's clinic should not be located in proximity to the hospital.



#### IV. Financing Community Clinics

##### 1. Capital Expenditures

- i) Approximately \$50.00 per sq. ft. excluding land or \$600,000 per clinic (1974 dollars) for a total of \$3,000,000 for five clinics.

##### 2. Operating Expenditures

- i) These costs are unknown but covered by fee-for-service payments.

#### V. Personnel

- 1. Permanent staff would include a maximum of 15 family physicians, plus a range of allied health personnel in each clinic.
- 2. Specialists will locate in the clinics where there is a need for one for 20,000 or less population.
- 3. Doctors not choosing to locate in community clinics will be encouraged to locate in professional buildings rather than isolated offices.

#### E. Children's Mental Health Facilities

##### 1. Children's Mental Health Centre

To meet the need for assessment and out-patient treatment services, the community will require a children's mental health centre located in association with one of the community health clinics.

##### 2. Therapeutic Day Care Centres

In addition to the provision of other day care programs in the community, North Pickering will require approximately five to eight therapeutic day care and nursery centres for pre-school, "pre-adolescent", and adolescent children. Each centre would accommodate 15 to 20 children and require from 3,000 to 4,000 sq. ft. in a large house or small institutional building, that would accommodate offices, activity areas, class rooms, and outside play areas. The centres should be located within residential areas, but with easy access to school facilities in order to expand the resources available to them, especially recreational resources.

The operating expenses for each centre would be approximately \$100,000 to \$150,000 per year. Personnel requirements would range from 10 to



15 depending on the type of centre and the number of children served.

The facilities would be operated by local corporate boards under the Children's Mental Health Centres Act and would receive Provincial grants for operating and rental costs.

### 3. Residential Facilities

It is expected that North Pickering will require a network of small residential facilities accommodating 5 to 7 children each. Approximately 10 residences in large (4 bedroom) houses would be required. Each home would require approximately 5 to 7 staff with an annual operating budget of \$90,000 (1974 dollars).

### 4. Special School

To provide a support service for children's mental health facilities in the community and to provide educational services that cannot be provided in other schools, North Pickering make provisions for special mental health school services. If a special site were required for this facility, it might be associated with a residential facility. The school would be jointly funded by the Ministry of Education and under the Mental Health Act.

## F. Victorian Order of Nurses

The V.O.N. would provide bedside nursing care in North Pickering for people who are ill and are required to be in their homes. It would be expected that the V.O.N. would establish an office in conjunction with the public health unit and require a staff of six nurses to provide home care services.

## G. Other Health Programs

I. There are some thirty to forty other organizations of a public and voluntary nature, some of whom will want to develop and operate health related programs of play a significant role in the health care programming in North Pickering.

### II. Size/Space Requirements

Many of these organizations may require minimal office space or no office space, but they will require access to meeting places, program areas, etc. on an occasional basis. Provisions for these space requirements should be found in commercial offices, churches, schools, health, recreation and social facilities throughout the community. Some of these programs will not be based in the community, but will deliver services



to the community through regional, provincial or national offices.

### III. Location

These services should be dispersed through the Community dependent on the nature of program and the need for access and transportation relative to these programs. Some of the small office based organizations serving the total community will require a central location along with certain larger organizations requiring a single administrative office. Others will require a number of decentralized offices in conjunction with other community services.

### IV. Financing

1. These organizations cover the full spectrum of financial sponsorship including all levels of government, private enterprise, voluntary and membership contributions.
2. While many of these organizations would not require major capital investments in the community, the operating expenditures in delivering their programs in North Pickering represents several million dollars a year.

### V. Personnel

While most of these organizations will have few or no full time staff employed in North Pickering, a very few such organizations will have a staff complement of between five and twenty staff persons.

### FOOTNOTES

#### <sup>1</sup><sub>a</sub> Primary Care Services

- the personal health care services encompassing prevention, health promotion, health maintenance, consultation, education, diagnosis, treatment and rehabilitation, but not including institutional bed-related services and very specialized health related services.

#### <sup>1</sup><sub>b</sub> Secondary Care Services

- the personal health care services which encompass the highly specialized services and institutional bed related personal services.





<sup>1</sup>c Personal Health Care Services

- those services (including promotion and maintenance of health) provided to families and individuals in the community extending from the prenatal period to old age and embracing many human and environmental factors that affect the individual, the family and the community.

<sup>1</sup>d Public Health Services

- these services are health protection, health promotion and public health assessment provided on an organized community basis. Services to prevent or control diseases caused by infections or toxic agents are provided through community programs of food safety, immunization, sanitation and hygiene. Services for the promotion of health are provided in health education programs for the general public and particular groups at risk. Services for health education include screening programs for the early identification of disorders, surveillance of the trends and determinants of disease and disability and social medicine.

2 Health Personnel

- (a) Medical Doctors (number per population)

- (i) General Practitioners (1/1,000)
- (ii) General Surgery (1/10,000)
- (iii) Internal Medicine (1/10,000)
- (iv) Obstetrics and Gynaecology (1/20,000)
- (v) Paediatrics (1/12,000)
- (vi) Psychiatry (1/12,000)
- (vii) Optomology (1/31,000)
- (viii) Orthopaedic Surgery (1/28,000)
- (ix) Otolaryngology (1/28,000)
- (x) Diagnostic Radiology (1/20,000)
- (xi) Pathology (1/25,000)
- (xii) Urology (1/45,000)
- (xiii) Neurology (1/100,000)
- (xiv) Neurosurgery (1/140,000)
- (xv) Therapeutic Radiology (1/100,000)
- (xvi) Dermatology (1/100,000)
- (xvii) Physical Medicine (1/80,000)
- (xviii) Thoracic Surgery (1/210,000)
- (xix) Plastic Surgery (1/150,000)
- (xx) Public Health (1/12,000)
- (xxi) Anaesthetists (1/12,000)



(b) Dentist (1/1,500-2,000)

(c) Nurses

- (i) Public Health, Homecare and Visiting Nurses
- (ii) Occupational Health
- (iii) Private Nursing
- (iv) Nurses in Doctor/Dentist Offices

(d) Pharmacists

(e) Allied Health Personnel

- (i) Physiotherapist
- (ii) Occupational Therapist
- (iii) Social Worker
- (iv) Speech Pathologist
- (v) Audiologist
- (vi) Vocational Rehabilitation Worker
- (vii) Chiropractor
- (viii) Chiropodist
- (ix) Optometrist
- (x) Osteopath
- (xi) Psychologist
- (xii) Nutritionist
- (xiii) Denturist
- (xiv) Dental Hygienist
- (xv) Technicians (lab & x-ray)
- (xvi) Opticians
- (xvii) Prosthetist

## 7. LEGAL AND CORRECTIONAL SERVICES

In order to provide protection, legal, judicial and correctional services to the North Pickering community, a number of agencies, and programs will be required. Police courts, lawyers, legal aid, adult probation and parole, and juvenile probation and parole services will be available in North Pickering.

The responsibility for the provision of these services will rest primarily with the Regional Municipality, and various ministries of the provincial and federal governments. In addition, a number of community organizations will be involved in different aspects of these programs.

The co-ordination of legal and correctional services with each other and with other social programs will be encouraged.



## Planning Objectives for Legal and Correctional Services in North Pickering

### A. Police

#### I. Population Service Data

1. One police officer is needed for every 600 population (1/500 in Metro Toronto, 1/700-750 in Oshawa) in a community like North Pickering.

#### II. Number of Stations

1. North Pickering will require:
  - 1 Central Station
  - 4-5 Storefront Offices

#### III. Size/Space Requirements

1. The Central Station will require 25,000 square feet of building (with the possibility of expanding to a second floor) on a minimum of 5 and maximum of 10 acres of land.
2. The Storefront Offices will require 2,000 square feet of rented space for reception, desks, small offices, lunch room, and storage.

#### IV. Location

1. The Central Station should be located in the central area in proximity to, but not adjacent to, courts, probation services, and other community services. If there is a hotel area in the central area, the central station should be close to it.
2. The Storefront Offices should be located in each of the secondary centres in ground-related office or commercial areas.

#### V. Programs

1. Police programs in North Pickering will include:
  - Uniform Operations
  - Criminal Investigation
  - Youth Bureau
  - Safety Bureau
  - Certain Special Services, and
  - Community Programs (e.g. Crime Prevention Programs).
2. The Storefront Offices will be the base for a group of officers permanently assigned to a particular local area, as a place for public contact and information.



This approach is designed to enhance contacts and familiarity between the police and local residents and businesses.

## VI. Financing

### 1. Capital Expenditures

Central Station: approximately \$30 per square foot, or a total of \$750,000, plus \$100,000 for furnishings, and \$320,000 for 40 patrol cars (1974 dollars).

### 2. Operating Expenditures

Operating expenditures for one year are estimated to be approximately \$3,500,000 (including \$3,020,000 for salaries).

### 3. Funding

The Province provides an unconditional grant to the Region of \$7 per capita for policing. The remaining funds come from the Regional Municipality (except for some money from accident reports and fines).

## VII. Personnel

1. North Pickering will require 125 police officers and 26 civilians for a total of 151 staff.

## VIII. Other Roles

1. Members of the police force will be involved in a number of community organizations, including amateur sports, youth organizations, etc.

## B. Probations and Parole/Probation and After Care Services

### I. Population Service Data

1. The current case load of adult probation and parole officers in the Region of Durham is approximately 70-90 cases, and the current case load of juvenile probation and after care officers in the Region is approximately 50-70 cases. In addition, officers deal with presentencing and temporary absence reports. The suggested ideal case loads for these officers is 50 for adult officers and 35 for juvenile.





## II. Number of Facilities

1. North Pickering will require one office for adult and juvenile programs, one group home for juveniles, and one small community resource centre for adults.

## III. Size and Space Requirements

1. The Adult Probation and Parole program will require 1,200 square feet of office space.
2. The Juvenile Probation and After Care program will require 1,000 square feet of office space.
3. The group home and community resource centre will require large residential homes (approximately 8 beds each).

## IV. Location

1. Both programs should be located in the same office in the central area. The office should have good transportation access, and be close to or part of facilities for other social services (e.g. Canada Manpower, Family Counselling, Financial Benefits Programs, etc.)
2. Officers within each program should be able to visit decentralized offices within secondary centres on a regular basis. Such shared space should be available for evening interviews.
3. The group home and community resource centre should be integrated into residential areas.

## V. Financing

1. Based on the formula of \$30,000 (1974 dollars) per line officer for operating expenses, the Adult Probation and Parole Program would cost \$120,000 per year, and the Juvenile Probation and After Care program \$90,000 per year. These figures include officer, senior officer, and secretarial salaries, rent, and office supplies and administration.
2. The total costs for both programs would be \$210,000 per year (1974 dollars).
3. Both types of residential facilities receive grants to cover operating expenses of \$25 per day per bed. If it is necessary to build such facilities, rather than rent them,



the Province would deduct the mortgage payments from the per diem rate. It is estimated that the total yearly costs for each home would be \$73,000 (1974 dollars).

#### VI. Personnel

1. The Adult Probation and Parole program will require:
  - 1 Senior Officer
  - 4 Officers
  - 1 Secretary
2. The Juvenile Probation and After Care program will require:
  - 1 Senior Officer
  - 3 Officers
  - 1 Secretary
3. Each of the residential facilities are operated and staffed by a couple.

Note: These figures are based on the current age limit for juveniles. Should the age limit be raised to 18, a greater number of officers would be required, because of the smaller caseload of juvenile officers.

#### VII. Other Roles

1. Both Adult and Juvenile programs are heavily involved with other social service programs.

### C. Courts (Provincial)

#### I. Population

1. The provision of provincial courts is not generally based on population levels. Generally, courts are provided on a county basis and operate out of the county seat. In the case of Provincial Courts and Small Claims Courts, services are decentralized to some degree when the size of the community and its distance from the central office warrant.

2. Current experience indicates that the following rates of service per 1,000 population apply:

<u>Service</u>	<u>Rate per 1,000 pop.</u>
Prov. Court (Criminal)	200
Prov. Court (Family)	20
Small Claims Court	20



## II. Number of Courts

1. North Pickering will require:
  - 1 Provincial Court (Criminal Division)
  - 1 Provincial Court (Family Division)
  - 1 Small Claims Court
2. The two Provincial Court offices would be provided as local satellites of their respective central offices in the Region. The Small Claims Court Office would be operated by independent fee-paid officials.

## III. Size and Space Requirements

1. The building space requirements are as follows:

Provincial Court (Criminal)	8,000 sq. ft.
Provincial Court (Family)	5,500 sq. ft.
Small Claims Court	<u>2,500 sq. ft.</u>
T O T A L	16,000 sq. ft.

2. Parking space should be associated with the court offices.

## IV. Location

1. The prime criterion for the location of courts is that they be conveniently accessible to the public.
2. The three courts may be physically close to one another but should maintain separate identities from each other and other services.

## V. Financing

1. Capital Expenditures are estimated to be as follows (based on \$70 per sq. ft. in 1974):

Provincial Court (Criminal)	\$560,000
Provincial Court (Family)	\$385,000
Small Claims Court	<u>\$175,000</u>
T O T A L	\$1,120,000

2. Operating Expenditures (1974 dollars), based on the staffing guidelines below, are as follows:

Provincial Court (Criminal)	\$145,000/year
Provincial Court (Family)	\$ 45,000/year
Small Claims Court	(not available)

3. All costs are covered by the Province.



## VI. Personnel

1. The Provincial Court (Criminal Division) will require:
  - 1 Judge
  - 1 Court Reporter
  - 1 Court Administrator
  - 4 Clerical Staff (Total = 7)
2. The Provincial Court (Family Division) will require:
  - 1 Judge
  - 1 Court Reporter
  - 1 Court Administrator (Total = 3).
3. The Small Claims Court will require:
  - 1 Court Administrator
  - 1 Bailiff
  - 2 Clerical Staff (Total = 4)
4. Personnel requirements for all three courts total 14 staff.

## D. Legal Aid

### I. Population Service Data

1. A population of 75,000 would be expected to generate approximately 2,000 legal aid cases per year and an additional 2,000 duty counsel cases per year.

### II. Number of Offices/Personnel

1. North Pickering will require:
  - 1 Part-time Legal Aid Assessment Field Worker for the Ministry of Community and Social Services.
  - 1 Paralegal secretary and part-time lawyer for the Provincial Legal Aid service.

### III. Size/Space and Location Requirements

1. The Legal Aid Assessment Field Worker will require 120 square feet of office space on a part-time basis.
2. The Provincial Legal Aid secretary will require 120 square feet of office space, plus an additional office on a temporary basis for the part-time lawyer.
3. Both offices should be located in conjunction with each other and other social services in the Central Area.





#### IV. Financing

1. The Legal Aid Assessment office's operating expenses will be approximately \$15,000 per year ( $\frac{1}{2}$  worker's salary plus one third secretary's salary plus paper) (1974 dollars).
2. The Legal Aid office's operating expenses will be approximately \$8,000 per year (secretary's salary), plus \$500,000 per year in Legal Aid benefits (1974 dollars).
3. The costs of the Legal Aid Assessment Office are borne by the Ministry of Community and Social Services, and the costs of the Legal Aid Office and program are borne by the Ministry of the Attorney General.

#### E. Other Legal and Correctional Services

There are many other legal and correctional services such as federal courts, special boards and commissions, federal and provincial police, correctional institutions, consumer groups, correctional and rehabilitation organizations, lawyers and special interest groups that will involve members of the North Pickering Community.

Most of these services will be located outside of the community and serve a much larger area. Some, however will be available in the community on either an occasional or permanent basis. Provision should be made for these services to have access to facilities in the community, such as courts, government offices, and meeting places. Some non-profit organizations can be expected to offer programs based in other facilities or houses within the community.

#### 8. CHILD AND FAMILY SERVICES

Specialized child and family services will be part of the social service network in North Pickering. Requirements for individual and family counselling and guidance; child protection; adoption and foster home programs; and aid to those with special needs should be provided throughout the community. In addition, a number of formal and informal services are expected to be provided in the context of other social programs. Attention will be given to linking these services with related social services and resources so that a full range of programs can be utilized to provide a high level of service.

Major responsibility for the provision of child and family services will rest with Family and Children's Services (Region of Durham); the Department of Social Services, Regional Municipality of Durham; and as part of the programs of a full range of other social programs in North Pickering.



## Planning Objectives for Child and Family Services in North Pickering

### A. Public Child Welfare Services

#### I. Public Child Welfare Services

1. Public child welfare services are those falling under the Child Welfare Act and delivered through Family and Children's Services and Children's Aid Societies. This include:
  - i) protective services relating to situations of child neglect.
  - ii) services to unmarried parents.
  - iii) foster homes and alternative resources for children.
  - iv) adoptions.
  - v) prevention programs.
2. Alternative resources to children in their own home include:
  - i) group homes
  - ii) special foster homes
  - iii) receiving and assessment centres
  - iv) boarding homes
  - v) youth hostels

#### II. Population Service Data

1. Protection Cases: 1.3/1,000 population  
 Unwed Parent Cases: 0.3/1,000 population  
 Child Care: 1.6/1,000 population  
 Occupied Foster Homes: 0.7/1,000 population
2. These programs must legally be provided to the community regardless of its size. The provincial average is one worker for every 5,164 population. The Durham Region average is one worker per 6,330 population (1973). North Pickering would require a 16 worker program unit (or units) for these child welfare services (not including group homes).
3. Children group home requirements in North Pickering would include four homes with a capacity for six children each.

#### III. Size and Space Requirements

1. Size and space requirements will vary dependent on centralized or decentralized delivery operations.
  - i) office space requirements for program workers and clerical staff would be 4,200 square feet.
  - ii) parking space for clients and staff in conjunction with the facilities



must also be provided.

2. Group homes requirements would be for four large residential homes.

#### IV. Location

1. Programs should be easily accessible from the homes of clients (walking distance, on major public transportation routes, and adequate short term parking).
2. Services should be located in proximity to or in shared facilities and programs in conjunction with other social services in the central area with arrangements for the availability of services in conjunction with other social services in secondary centres.
3. Group homes will be dispersed in residential areas with good access to community facilities and services, including schools and recreation facilities.
4. Certain child welfare services would be located centrally to serve the whole community when there is minimum requirements for the service on a community wide basis (services to unwed parents).

#### V. Financing & Funding

##### 1. Capital Expenditures

- a) The Province of Ontario pays 25% of capital expenditures for facilities; 75% is paid by the local municipalities or private funds.
- b) The Province of Ontario pays \$5,000 per bed (currently under review) for group homes plus a furnishing allowance. The remainder is the responsibility of the local society.

##### 2. Operating Costs

- a) The Province of Ontario pays 100% of costs of programs to children of unmarried parents and Indian Treaty Children.
- b) The Province pays 60% of the costs of protective; foster home, adoption and prevention programs. The local municipalities pay the remainder.
- c) Per capita operating costs for all these services for North Pickering



would be \$392,250 per year (based on Durham Region per capita cost of \$5.23 in 1973).

#### VI. Personnel

1. Personnel requirements, based on current standards would be:
  - i) 16 social workers  
5 clerical  
part-time Director's time
  - ii) personnel for each of four group homes -  
5 child care workers per home  
1 cook/housekeeper  
for a total of 24 personnel for the four group homes.
  - iii) In a new community, the early requirements will be for a youth worker and adoption personnel.

#### VII. Other Roles

1. The public child welfare services and particularly the prevention services would share in co-sponsorship and operation of other community programs for family enrichment, recreational and educational endeavours, summer camps, etc.

#### B. Public Family Counselling Services

##### I. Public Family Counselling Services

1. Public Family Counselling Services are those counselling services falling under the sponsorship of the Regional Municipality of Durham, Department of Social Services. These include:
  - Marital Counselling
  - Family Counselling
  - Parent-Child Counselling
  - Individual Counselling

##### II. Population Service Data

1. Current patterns in the Region of Durham indicate that a counsellor is needed for every 20,000 - 25,000 population; however, demands are expected to increase in the future. A counsellor deals with approximately 120 cases per year and 8 cases at any one time.

##### III. Number of Counsellors

1. North Pickering will require at least six





family counsellors attached to the Department of Social Services.

#### IV. Size and Space Requirements

1. The total space requirements will vary with the need for services, but each worker will require 150 square feet for an office and counselling.
2. Based on six counsellors, 900 square feet of office space will be required.

#### V. Location

1. Teams of two-three counsellors should be located in proximity to or in conjunction with other social services in secondary centres within the community (two-three secondary centres).

#### VI. Financing

1. Operating costs are estimated to be \$175,000 per year (1974 dollars).
2. The Province shares 50% of the cost of salaries, administration, and travel. The Province's 50% contribution is collected from the Canada Assistance Plan. The Region of Durham assumes the remaining 50% plus additional costs and rent.
3. Client fees are on a sliding scale.

#### VII. Personnel

1. Based on current estimates, staff requirements will be:
  - 6 counsellors
  - 1 supervisor
  - 1 full-time equivalent secretary

#### C. Other Child and Family Services

A large number of other social organizations will be involved in and offer programs related to counselling, referral, special accommodation, and specific programs for special need groups: Ministry of Community and Social Services, courts, other sections of the municipal department of social services, other family service agencies, counselling services, health related programs, probation programs, church groups and ministers, associations for specific health and social problems, schools, the police, doctors, lawyers, etc.



Emphasis will be given to ensuring that this network of programs is co-ordinated so as to enable a high level of service.

The requirements for many of these services are covered in other sections of this report; however, other groups may require office space throughout the community and access to other community facilities for meetings, discussions, etc.

## 9. SPECIAL RESIDENTIAL FACILITIES

As the North Pickering community develops, there will be an increasing number of community members requiring special residential facilities and programs - the elderly, the handicapped, the emotionally disturbed, the mentally retarded, and children and youth with special needs.

The location of these facilities should respect the need to support the residents' identification and participation in the community and their special needs for access to other community facilities and programs. In some cases, these residential facilities can also serve as the basis for outreach programs that help support members of the community with special needs who continue to live in the community but need programs to enable them to do so.

The general community's use of some of the resources of the special residential facilities will also be encouraged to further the integration of these facilities into the community and the availability of their programs.

The responsibility for special residential facilities in North Pickering will rest with a number of organizations, including the Department of Social Services, Regional Municipality of Durham; non-profit corporations; private enterprises, and the Province.

(Information regarding other types of special residential facilities are contained in the sections on Health, Legal and Correctional Services, and Child and Family Services).

### Planning Objectives for Special Residential Facilities in North Pickering

#### A. Homes for the Aged

##### I. Population Service Data

1. The following rates of participation are expected for homes for the aged:
  - Intermediate and Extended Care: 4 to 5 per 1,000 population (up to 7 per 1,000 if there are no nursing home beds in the community).



2. Approximately a 20,000 population is required to support a 100 bed facility.

## II. Number of Homes for the Aged

1. North Pickering will require: four 100-bed homes for the aged (65-75 intermediate care beds and 25-35 extended care beds).

## III. Size/Space Requirements

1. Each home will require a 2 acre site and 50,000 square feet of building (500 sq. ft. per bed)  
Total = 8 acres/200,000 sq. ft.
2. Some additional space will be required for outreach programs.
3. Homes should be designed to meet the mobility and activity problems experienced by senior citizens who live in the home or participate in its activities and programs.

## IV. Location

The following criteria apply to:

1. Adjacent to secondary centre and secondary park with access to shopping, community services and recreation.
2. Proximity to good access roads extending into and out of the community.
3. Adjacent to and part of general residential areas.
4. Some separation of extended care and intermediate care areas within the home.  
(See V. Types of Programs, for further details).

## V. Types of Programs

In addition to normal care programs, homes for the aged should include the following outreach programs:

1. Visiting nurse and homemaker services to assist senior citizens living in the community.
2. Meals-on-Wheels.
3. Volunteer visitation programs.
4. Transportation service for shopping, visiting, etc. for residents and to bring seniors to the home for day care programs.



5. Day Care Programs - occupational and physical therapy, main meals, recreation (Senior Citizen's Centre may be incorporated into or be adjacent to the Home).

## VI. Financing

### 1. Capital Expenditures

- a) the estimated costs for establishing homes for the aged are \$13-16,000 per bed (includes land costs) or \$1,600,000 per home. Total for 4 homes = \$6,400,000 (1974 dollars).
- b) the Province subsidized 50% of capital costs, the Region 50%.

### 2. Operating Expenditures

- a) The estimated annual operating costs are \$11 per day for intermediate beds and \$15 per day for extended care beds, for a total of approximately \$425,600 per year. Total for 4 homes = \$1,810,400.
- b) The Province subsidizes 70% of the deficit for intermediate care beds (Ministry of Community and Social Services) and 100% for extended care beds (Ministry of Health), the Region pays the remainder.
- c) Medical expenses are covered by O.H.I.P., Meals-on-Wheels pays for itself. There is a 70% provincial subsidy on nursing and homemaker services.

## VII. Personnel

1. Approximately 1 staff person is required for every 2.5 to 2.7 beds or 40 per home. Total for 4 homes = 160 staff.

## B. Other Special Residential Facilities

### I. Number of Other Special Residential Facilities

1. North Pickering will require:
  - 4 Homes for the mentally retarded
  - 5 Homes for the mildly disturbed
  - 1 Residential Centre for handicapped adults
  - (plus Halfway Houses for various groups)





## II. Size/Space Requirements

1. The Homes for the mentally retarded will require large residential homes able to accommodate 7 residents plus 2 staff beds each, and 700 square feet of play area on the property (100 square feet per child).
2. The Homes for the mildly disturbed will require large residential homes able to accommodate 7 residents plus 2-3 staff beds each, and 700 square feet of play area on the property (100 square feet per child).
3. A Residential Centre for handicapped adults will require approximately 30,000 to 35,000 square feet of building on 3.5 acres of land to accommodate 28 permanent beds, 4 temporary beds, workshops, a pool, eating facilities, administrative space, study and activity rooms, etc.

## III. Location

1. All of these special residential facilities should be integrated into residential areas in some proximity to secondary centres and recreation facilities.

## IV. Financing

### 1. Capital Expenditures

- a) Homes for the mentally retarded receive Provincial grants under the Homes for Retarded Persons Act for \$15,000 per bed or 80% of the cost of the buildings, land and equipment (whichever is less). Any remaining costs are covered by local associations for the retarded.
- b) Homes for mildly disturbed children receive Provincial grants of \$5,000 per bed (currently under review). The full cost per bed is estimated to be \$12,500 (1974), and the remainder is covered by local charitable groups and fees.
- c) A residential centre for the adult handicapped will cost an estimated \$1,000,000. Capital costs are covered in a variety of ways: grants under the Homes for Retarded Persons Act, fund raising drives, and donation of material and labour by private businesses.



## 2. Operating Expenditures

- a) Operating expenses for homes for the mentally retarded range from \$6.50 to \$26.15 (1974) per day per bed. The Province pays 80% of the operating costs for non-wards (if wards, paid for under the Child Welfare Act or Training Schools Act). The remainder comes from local charitable groups and fees.
- b) Operating expenses for homes for the mildly disturbed average about \$25.00 per child per day. The Province pays 80% of the operating costs for non-wards (if wards, paid for under the Child Welfare Act or Training Schools Act). The remainder comes from local charitable groups and fees.
- c) Operating expenses for a residential centre for the adult handicapped are estimated to be \$300,000 (1974) per year. The Province covers 80% of these costs with the remainder coming from a percentage of the residents' disability allowances and private donations.

## V. Personnel

1. Homes for the mentally retarded would require the following staff:
  - 1 Director
  - $\frac{1}{2}$  Secretary
  - 16 Residential Counsellors
  - 4 Cooks
  - 2 Housekeepers
  - 1 Maintenance
 Total = 25 for 4 homes.
2. Homes for the mildly disturbed would require the following staff (for all homes):
  - 4 Child Care staff
  - 1 Cook
  - part-time housekeeper (3)
  - $\frac{1}{2}$  time maintenance man(1)
  - 1 part-time Superintendent and Secretary(2-3)
 Total = 31-32 for all homes.
3. A residential centre for the adult handicapped would require 36-38 staff.

## VI. Other Roles

1. A residential centre for the adult handicapped will serve as a residence for both the severely and moderately adults in the community.



In addition, its facilities and programs will be available to those who live in the community either in their own homes or in other residential facilities (e.g. homes for the aged). The temporary beds in the house are designed to permit the handicapped to become acquainted with the residential centre and to enable other family members to have holidays while the handicapped member is being cared for at the home.

It is expected that residents in a residential centre for physically handicapped adults would be going out into the community to participate in church services, educational programs, etc.

#### 10. FINANCIAL SUPPORT PROGRAMS

North Pickering residents will require a range of programs that provide financial support for emergency, temporary and long term needs due to retirement and age, employment problems, disability, family circumstances, and special needs.

##### Planning Objectives for Financial Programs in North Pickering

#### A. Regional Field Services and General Welfare Assistance

##### I. Population Service Data

1. The following are approximate participation rates for General Welfare Assistance:  
700 family and individual cases  
for 75,000 population.
2. A population of 75,000 could be served by two offices in the community with a central office in the Regional headquarters.

##### II. Number of Offices

1. North Pickering will require two field offices for General Welfare Assistance and Field Services, with the central office function being served by the Regional Department of Social Services office currently located in Oshawa.

##### III. Size/Space Requirements

1. Each office will require approximately 2,000 sq. ft. of office space. Total = 4,000 square feet.



#### IV. Location

The following criteria apply to the location of field offices:

1. In secondary centres, spaced so as to adequately serve two areas of the community.
2. If possible, in the same building with related programs (e.g. Provincial Benefits, Children's Aid, Manpower).
3. Adjacent to or part of commercial areas.

#### V. Financing

1. Capital expenditures are the responsibility of the Regional Municipality.

2. Operating Expenditures

- i) Operating expenditures would be approximately \$2,300,000 per year.
- ii) The Province subsidized these expenditures at the following rate:
  - 50% Administration, salaries & wages
  - 80% General Welfare Assistance
  - 80% Supplementary Assistance
  - 50% Special Assistance
  - 100% Assistance to "non-residents"

The Regional Municipality assumes all other costs.

#### VI. Personnel

1. Each office will require approximately 10 full-time staff (5 field workers, 5 clerical) for a total of 20 staff.

#### B. Provincial Benefits

##### I. Population Service Data

1. For a population of 75,000 people, 970 cases would be expected each year.
2. One field worker is required for every 312 cases.

##### II. Number of Offices

1. North Pickering will require one main office for the Provincial Benefits workers from which they can serve the community, or sub-offices in social service centres within the community's secondary centres.





### III. Size/Space Requirements

1. Provincial Benefits will require 500 sq. ft. of office space to accommodate three offices and a clerical area.

### IV. Location

1. The office(s) should locate either in the central area or in secondary centres. In either case, they should be in proximity to or share space with other social services.

### V. Personnel

1. Provincial Benefits will require 5 part-time staff:
  - 1 Social Worker
  - 3 Field Workers
  - 1 Clerical
  - $\frac{1}{2}$  Supervisor

### VI. Financing

1. The operating expenditures for Provincial Benefits would be approximately \$2,305,300 per year:

Salaries:	\$70,000
Benefits:	\$2,235,300
	Mothers with dependents -
	\$135,480 per month
	Couples (disabled) -
	\$ 22,050 per month
	Singles, totally disabled -
	\$ 28,750 per month
	<hr/>
TOTAL	\$186,280 per month

### C. Canada Pension Plan, Unemployment Insurance Commission, Department of Veteran's Affairs, The Workmen's Compensation Board

#### I. Population Service Data

1. For a community of 75,000 people, almost all residents over the age of 60 and families who survive those over 60 would have to deal with the staff of Canada Pension Plan. Such a population would require occasional visits to the community by two staff members.
2. The Unemployment Insurance Commission requires 20-25 staff for 4,000 claimants.
3. The Department of Veteran's Affairs handles all its cases from existing offices.



4. The Workmen's Compensation Board deals with claimants primarily through the mail.

## II. Number of Offices

1. North Pickering will require:
  - i) one part-time office for the Canada Pension Plan, and
  - ii) one office for the Unemployment Insurance Commission.

## III. Size/Space Requirements

1. The Canada Pension Plan office will require 400 sq. ft. for an office and waiting area on an occasional basis (maximum two times a week).
2. The Unemployment Insurance Commission will require 4,500 sq. ft. for approximately 24 staff.

## IV. Location

1. The Canada Pension Plan office should locate either in offices with other federal agencies in the central area or utilize the space of other social services in secondary centres.
2. The Unemployment Insurance Commission should locate in the central area, preferably in the same building with Canada Manpower.

## V. Personnel

1. The Canada Pension Plan will require part of the time of 1 to 2 staff.
2. The Unemployment Insurance Commission will require 24 staff (6 managerial and officers, and 18 support).

## D. Other Financial Programs

There are a number of other financial programs to be expected in North Pickering offered by many organizations. These services would include special services offered by social organizations (e.g. disaster relief, incidental assistance, emergency loans), united fund organizations, private pension plans and insurance, financial counselling, aid by special projects and individuals, and commercial services.

A number of these services will not require facilities and are part of other programs. Others should have access to the community's social facilities on a permanent and occasional basis, and provision should be made for space in the commercial areas for commercial operations.



## 11. EMPLOYMENT AND IMMIGRATION

North Pickering will require a number of programs that deal with circumstances related to employment: assessment, counselling, training, placement, information, and benefits. Attention is required to provide programs and facilities to those with special needs, such as the handicapped and mentally retarded, so that they can more fully participate in the life of the community.

### Planning Objectives for Employment and Immigration Services in North Pickering

#### A. Canada Manpower and Immigration

##### I. Population Service Data

1. A permanent Manpower office becomes feasible when North Pickering reaches a population of 15,000 - 20,000 population.
2. North Pickering will probably not require an Immigration Centre. The Oshawa Centre will serve the area on a visiting basis. If the proposed airport handles large volumes of international passengers (especially non-North American), there will be a need for an Immigration and Customs Office to handle travellers.

##### II. Number of Offices

1. North Pickering will require one Canada Manpower Centre providing a full range of services.

##### III. Size/Space Requirements

1. The Manpower Centre will require approximately 6,000 - 7,000 square feet of space for offices, reception, job information centre, and interview rooms.

##### IV. Location

1. The Manpower Centre should be located in the community's central area with good transportation access.
2. There is a possibility that the office could be decentralized to secondary centres.

##### V. Financing

1. The estimated operational expenditures for one year for the Manpower Centre would be \$350,000 (1974 dollars).



## VI. Personnel

1. The Manpower Centre will require approximately 20 - 25 staff.

## B. Rehabilitation Programs and Services for the Handicapped

### I. Population Service Data

1. One rehabilitation counsellor from the Ministry of Community and Social Services is required for each 25,000 - 30,000 population and would carry a caseload of 250 individuals at any given time.
2. A community of 75,000 would require one Adult Protective Service Worker from the Ministry of Community and Social Services to serve approximately 30-50 mentally retarded adult cases.
3. A community of 75,000 would require one sheltered workshop for 30 handicapped adults and one training centre for 20 handicapped adults. Over time an additional workshop may be required.

### II. Number of Programs

1. North Pickering will require
  - 1 Rehabilitation Counselling Office
  - 1 Adult Protective Service Worker Office
  - 1 Sheltered Workshop
  - 1 Training Centre for the Handicapped

### III. Size/Space Requirements

1. The Rehabilitation Counsellors will require approximately 700 square feet of rented office space in the Ministry of Community and Social Services office located in the central area.
2. The Adult Protective Service Worker will require office space in the sheltered workshop.
3. The Sheltered Workshop will require 4,500 square feet of industrial building and .5 acres in the industrial area and accessible by public transportation.
4. The Training Centre will require 4,000 square feet of building and .5 acres in the industrial area and accessible by public transportation.





#### IV. Financing

1. The operating expenses for the rehabilitation counselling office would be approximately \$70,000 per year (1974 dollars) plus \$40,000 per year in benefits. The total costs are borne by the Province.
2. The operating expenses for the Adult Protective Service Worker are approximately \$20,000 per year (1974 dollars). The Province covers these costs and pays the local association for the mentally retarded approximately \$250 per month for office space and services.
3. Operating expenses for both the Sheltered Workshop and the Training Centre are approximately \$100,000 per year (1974 dollars) each. Approximately one-half of the costs are recovered by the sale of goods and services. The Province bears 80% of the capital and operating costs through the Vocational Rehabilitation Bureau. The remainder of costs (less recoverable costs by sales) is covered by the local association for the mentally retarded and additional grants and donations.

#### V. Personnel

1. North Pickering will require 3 Rehabilitation Counsellors, 1 Supervisor, and 1 Secretary for Rehabilitation Counselling and 1 Adult Protective Service Worker from the Ministry of Community and Social Services.
2. The Sheltered Workshop would require approximately 4 staff (3 supervisors and 1 support) and the Training Centre would require approximately 8 staff (3 supervisors, 1 Director, 3 counsellors, and 1 support staff).

#### C. Other Employment and Immigration Programs

It is expected that a number of other employment and immigration programs will be offered in North Pickering by other governmental departments, private agencies and businesses, labour unions, and community organizations and groups relating to specific social and health needs.



## 12. PLANNING AND PARTICIPATION

In the initiation and development of the tremendous range of community social programs there will be a need to ensure that planning, program development, and evaluation maximizes the utilization of the community resources. Because of the complex nature of the community program network, North Pickering will require effective and efficient mechanisms for sharing information, joint planning, program implementation and program evaluation.

There is no single monolithic structure which would have the mandate, jurisdiction or capacity to forge all of the links that will be required in the evolution of program planning and program delivery in the community. Rather there will be a need for a variety of planning and program coordination mechanisms which will bring into planning and program delivery, the appropriate individuals, groups, boards, staff, organizations and ministries around particular areas of focus.

Also the development of such information sharing, planning and program development mechanisms will relate to the development of region wide and district approaches to coordinated endeavours. Planning and coordinating mechanisms which will evolve in North Pickering, must bring interested residents together in special interest groups; link appropriate individuals, groups and organizations that are planning and carrying out similar programs in the community. Links must also be established between different kinds of programs and organizations serving the same population. Also, North Pickering will have strong links between local groups and organizations, and regional, provincial and national organizations pursuing the same goals.

It would be expected that special interest groups will emerge on a permanent or ad hoc basis in local areas in North Pickering (such as community associations, project groups, etc). In addition, a range of community-wide special interest groups will evolve. To promote the development of special interest groups, endeavours would be made to provide a link-up resource to bring individuals with similar interests together.

In addition, programs for information sharing, coordination and integration of efforts on social issues and needs will evolve within the framework of Social Planning Council type programs. In addition, consideration is being given in the Durham Region to the evolution of a Regional Health Council. The North Pickering community will provide an excellent opportunity for developing and testing out effective means for coordinated information sharing, planning and program development.



13. OTHER PROGRAMS

There are many other groups and organizations not specifically identified which will evolve in the North Pickering community and will have an interest and play a part in the development of the social resources of the community. These will include such groups as Service & Fraternal Organizations and Clubs, institutes, agricultural and horticultural societies, special interest groups such as those focussing on environmental issues, and unions and professional and business clubs and organizations. Many of these organizations provide leadership and provision of volunteer resources, fund raising for support of new programs, and the operation of special projects and community facilities.



SECTION THREE: SOME PERSPECTIVES ON ORGANIZATION,  
PROGRAM AND FACILITY LINKS AND  
RELATIONSHIPS





SOME PERSPECTIVES ON ORGANIZATION,  
PROGRAM AND FACILITY LINKS  
AND RELATIONSHIPS

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I. LINKS IN THE SOCIAL PROGRAM, ORGANIZATION AND FACILITY NETWORK

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In order to develop and maintain a responsive and effective social program, organization and facility network in a community of 75,000 people, will require a tremendous range of opportunities for appropriate links. These links may be between two persons from two different programs working co-operatively on a case basis, through the innumerable co-operative, co-ordinative or integrated efforts of different organizations, or different programs or shared facility relationships. There will be a need for links at different functional levels of two or more organizations, ministries or sections at the policy, planning, administration or delivery levels. No single format for these links can adequately respond to needs for linking processes in the social program network.

To illustrate something of the scope and complexity of the linking requirements for North Pickering, the following illustrations are outlined.

Similar social programs, or organizations or facilities are those which have been grouped within a single category. For example, within the health services category are programs and facilities for public health, hospital, nursing homes, community health clinics, children's mental health facilities, Victorian Order of Nurses, other health programs.

The number of different categories, each with a range of related programs, or facilities include education, child day care, information services, churches, health, recreation and culture, legal and corrections, child and family services, special residential services, financial support programs, employment and immigration, planning and participation and others.

Dissimilar social programs, organizations or facilities denotes a program, organization or facility in any one category as contrasted to a program, organization or facility in another category. For these purposes, as an example, the programs, etc., grouped within the health services category are dissimilar from the programs, organizations or facilities grouped under different service categories such as education, category, church category, or recreation category, etc.



## AD HOC OR STANDING LINKS REQUIRED BETWEEN SOCIAL PROGRAMS, AND/OR ORGANIZATIONS, AND/OR FACILITIES

- ☐ denotes a category of social program/organization or facilities
- ☐ 1 denotes a single, specific program, organization or facility within that category
- ☐ 2 denotes a single, separate but similar program or organization or facility within the same category

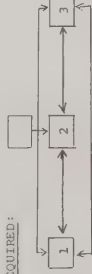
LINKS REQUIRED:



- ☐ 3 denotes additional separate specific programs, or organizations or facilities within the same category as:



LINKS REQUIRED:



EXAMPLE

Health Services

public health services

hospital

LINKS REQUIRED:



- ☐ 3 community health clinic or nursing homes/or V.O.N., etc., or other health services

LINKS REQUIRED:



Community Health Centre or V.O.N. or Nursing Home

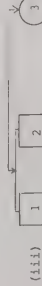
- ☐ denotes a category of programs, organizations or facility which is dissimilar from programs/organization or facilities in other categories.

- ☐ 1 ☐ 2 ☐ 3 denote separate similar programs which are dissimilar from programs/organizations or facilities in another category.

LINKS REQUIRED:



OR



Education Services

- ☐ 1 Public School Board
- ☐ 2 Separate School Board
- ☐ 3 Community College or other Education programs, organizations or facilities

LINKS REQUIRED:



Public Health Service

Public School Board

Hospital

Community College

Community College

Public Health Service

Public School Board

Hospital

Community College

Community College

Community College

Community College

Community College

Community College

Community College

Community College

Community College

Community College

Community College







The forgoing illustration has outlined some of the possible dimensions of the different kinds of links which would emerge on an ad hoc or continuing basis. The example illustrates only one small segment of the total social program network and only dimensions of only a small part of two groupings of social programs. One might apply similar illustrations to part or all of the groupings of recreation programs or financial programs, or special residential; information and libraries, employment and immigration programs, etc. In addition, more complex dimensions of the required links when three or more of these major organizations, program or facility groupings are linked for some purpose.

The promote the appropriate opportunities and create the climate for cooperation and effective, efficient links between these many facets of social programming, and the social programming area and other facets of the community, will require a complex range of responses, rather than a singular approach or mechanism.

1. The North Pickering social program development and maintenance should be closely tied to the range of linking mechanisms which are now operative or being contemplated in the regional area.
2. Selective linking mechanisms on an ad hoc and continuing basis should be evolved to apply to the social program development specific to North Pickering.
3. The linking process between residents, between organizations or programs, and between residents and organizations working in community social programming will be furthered by the establishment of a link-up and information system in North Pickering.
4. Through continuous social planning research and monitoring by the North Pickering Corporation and other planning and coordinating groups, the appropriate links will be evolved and modified throughout the community's development.
5. The aim in North Pickering will be to evolve the most efficient and effective links and utilization of the community's social resources, while ensuring that the linking mechanisms and demands do not command excessive consumption of time, energy and resources which should be allocated to the service delivery.
6. The requirement for North Pickering will be to devise flexible, efficient and responsive approaches through ad hoc and short term links on specific tasks, while evolving the necessary ongoing standing mechanisms that underpin the ad hoc system and provide the continuity for long range program development.





## II. INTER-RELATIONSHIPS IN PLANNING PROGRAM DEVELOPMENT AND SERVICE DELIVERY

In the preparation for the initial stages of development for the North Pickering community and throughout the staging of development, work will be carried out in evolving new partnerships and new approaches to the planning, program development and delivery of services. During the preparation of this plan, some significant commitments have been made by a large range of organizations to work with others in evolving new and innovative arrangements for planning and working together in the provision of the social programs in the community. This process will be continued into detailed planning for development.

As the result of new inter-relationships developed in the early stages of the community development, new formats and approaches will be built into the subsequent stages. Many organizations are prepared to test new and modified approaches to the delivery of their own particular programs in North Pickering community and to move into new kinds of relationships with other organizations in the planning, locating and provision of services.

As the resident population of the North Pickering community expands, it is important that they have a range of opportunities to influence and participate in the determination of social programming as the community evolves. It will be desirable to ensure that the ongoing detailed planning of social resources in North Pickering remain flexible and responsive.



SECTION FOUR: SOME INITIAL CONSIDERATIONS FOR  
STAGING AND IMPLEMENTATION



## SOME INITIAL CONSIDERATIONS FOR STAGING AND IMPLEMENTATION

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### I. SOME STAGING CONSIDERATIONS

1. The secondary centre serving the initial stage of development should contain a range of social programs and facilities to provide an early base for the social development of the community.
2. In each stage of development, efforts should be made to ensure the early provision of social programs by a variety of means:
  - a) the concurrent development of homes and programs;
  - b) the development of social programs and facilities in advance of housing;
  - c) the sharing of facilities by a number of programs until independent facilities are warranted.
3. In some cases, it will not be possible to locate services in the community early in its development. Under such circumstances, arrangements should be made to ensure that services provided outside of the community are available to the residents.
4. Throughout the community's development, the flexible use of space should be encouraged to meet changing population requirements and community needs.
5. Whenever possible, special residential facilities should be developed before or concurrently with other housing in new areas so that the area grows around and with the facilities. Where early development is not possible, special residential sites should be designated from the beginning.
6. From the beginning and throughout the development of the community, an information, welcoming and monitoring service should be provided to ensure that the community knows about its resources and that resources are available and developed to meet the needs of the community.

### II. SOME IMPLEMENTATION CONSIDERATIONS

1. To ensure that social organizations, programs and facilities will be attracted to and available in the community at the appropriate stages in its development, will require a range of incentives.



These special incentives might include special financial arrangements and grants, land, space and tenure arrangements, consultative resources, etc.

2. Toward encouraging and making possible innovative approaches to social program delivery and inter-organizational coordination within the community, leadership and incentives that further these social program goals will be required.
3. Zoning by-laws applied to North Pickering must ensure that the range of facilities and programs can locate and operate in the areas of the community which meet the requirements of the participants in these programs.
4. To achieve the social program goals in North Pickering, it would be advantageous that the developer provide liaison and support services between the range of government bodies, and between government bodies and non-government organizations and groups. These support services would assist in gaining support for implementing the desired programs in the community.
5. A continuous social planning, research and monitoring program should be undertaken throughout the development of the community.
6. The policies in North Pickering would be developed with a high degree of responsiveness to the regional and sub-regional social development and program delivery framework, through close working relationships with the appropriate regional bodies.
7. Throughout the development of components of community design, transportation and housing, provisions should be made to ensure that people with special mobility problems are accommodated.
8. To achieve an informed and involved citizenry, will require policies that promote openness, and opportunities for participation in the planning and achievement of desired social goals in North Pickering.
9. Special arrangements should be taken to ensure that desired social programs are available to the early residents of the community.





CHART A : LOCATION,SPACE,FINANCIAL, AND STAFF REQUIREMENTS FOR SOCIAL PROGRAMS AND FACILITIES

PROGRAM	NUMBER	LOCATION *	FLOOR SPACE/UNIT (ACRES/UNIT)	STAFF PER UNIT	TOTAL CAPITAL COSTS (1974 \$)	TOTAL ANNUAL OPERATING COSTS (1974 \$)	STAFF
I. EDUCATION							
A. Public Schools							
1. Elementary Schools	16	NC	44,800 sq.ft. (6 acres)	96	\$52,008,000	\$14,682,000	951
2. Composite Secondary	3	SC	177,200 sq.ft. (18 acres)	54			
3. Special Vocational	1	SC/CA	132,000 sq.ft. (15 acres)	15			
4. School for Trainable Retarded	1	SC/CA	12,000 sq.ft. (3 acres)	3			
B. Separate Schools							
1. Elementary Schools	7	NC/SC/CA	47,844 sq.ft. (5+ acres)	35+	\$13,994,370	\$2,987,445(excludes private students,grades 11-13)	233
2. High School	1	SC/CA	95,688 sq.ft. (10 acres)	10			
C. Community College	1	CA	175,000 sq.ft.	40-50	\$8,000,000	\$4,000,000	224
II. CHILD DAY CARE							
1. Day Care and Nursery Schools	18	NC/SC/CA/ other	10,000 sq.ft.	5	\$4,380,360	\$1,391,100	165+
2. Handicapped Centres	2	CA	10,000 sq.ft.	.5			
III. INFORMATION AND LIBRARY							
1. Library- Main	1	CA	51,000 sq.ft. (3.5 acres)				
Branch	2	SC	9,000 sq.ft. (.5 acres)	4.5	\$2,350,000	\$562,500	37
2. Community Information Centre	1	CA	2,000 sq.ft.			\$40,000	3
IV. RECREATION AND CULTURE							
1. Local Spaces (tot lots,etc)		R	.5acres/1,000 pop.				
2. Neighbourhood Parks	16	NC	8 acres	124			
3. Secondary Centre Parks	4	SC	20 acres	80			
4. Central Area Park	1	CA	75-100 acres	100			
5. Corridors-walkways		all	1 acre/1,000 pop.	75			

Continued.....

\*NC= Neighbourhood Centre; SC=Secondary Centre; CA=Central Area; R=Residential; R\*=related to secondary centre



PROGRAM	NUMBER	LOCATION	FLOOR SPACE/UNIT (ACRES/UNIT)	TOTAL ACRES	TOTAL CAPITAL COSTS (1974 \$)	TOTAL ANNUAL OPERATING COSTS (1974 \$)	STAFF
6. YMCA	1	CA	50,000 sq.ft. (3-5acres)	3-5	\$2,500,000	\$200,000	10
7. YMCA	1	CA	500 sq.ft.			\$50,000+	4+
8. Recreation programs dependent on provision for the desires and needs of population - Example: 4 indoor arenas, 2 indoor pools, 4 outdoor pools, 16 tennis courts, 2 cultural centres					\$11,400,000	\$1,447,500	
<u>V. CHURCHES</u>							
1. Campus-cluster (2-3 churches each)	21		5-10,000 sq.ft.	39	\$5,340,000	\$980,000-\$1,410,000	100
2. Separate Churches	10	SC/CA SC/CA	(4-5 acres) (2 acres)				
<u>VI. HEALTH</u>							
1. Community Health Clinic	5	SC/CA	12,000 sq.ft. (.5 acres)	3	\$3,000,000	not available	191+
2. Community Hospital	1	CA	357 beds	20	\$24,000,000	\$8,000,000	930
3. Public Health Office	1	CA	9,080 sq.ft.		\$354-454,000	\$562,000	46
4. Nursing Homes	2	SC/CA	36,000 sq.ft. (3 acres)	6	\$2,700,000	\$1,105,731	108
5. Therapeutic Day Care Centres	5-8	R*	3-4,000 sq.ft. (plus play area)	2		\$750,000- \$1,200,000	75-100
6. Therapeutic Residential Facilities/School	10	R*	large house + lot	5		\$900,000	50-70
<u>VII. LEGAL AND CORRECTIONAL</u>							
1. Police- Main Station	1	CA	25,000 sq.ft.	10+	\$1,140,000	\$3,500,000	151
Storefront Offices	4-5	SC	2,000 sq.ft.				
2. Corrections							
a. Probation, etc. office	1	CA	2,200 sq.ft.			\$210,000	11
b. Juvenile Group Home & Community Resource Centre	2	R*	large house			\$146,000	4
3. Provincial Courts					\$1,120,000	\$190,000 (less Small Claims)	14
a. Criminal	1	CA	8,000 sq.ft.				
b. Family	1	CA	5,500 sq.ft.				
c. Small Claims	1	CA	2,500 sq.ft.				
4. Legal Aid Assessment & Services	2	CA	120 sq.ft.			\$23,000 administration \$500,000 benefits	2+

NC= Neighbourhood Centre; SC=Secondary Centre; CA=Central Area; R=Residential; R\*= related to secondary centre

Continued.....



PROGRAM	NUMBER	LOCATION	FLOOR SPACE/UNIT (ACRES/UNIT)	TOTAL ACRES	TOTAL CAPITAL COSTS (1974 \$)	TOTAL ANNUAL OPERATING COSTS (1974 \$)	STAFF
<u>VIII. CHILD AND FAMILY SERVICES</u>							
1. Family and Children's Services (F.C.S.)	1	CA	4,200 sq.ft.			\$392,000 (includes group home costs and staff)	45
2. F.C.S. Group Home	4	R*	large home				
3. Family Counselling Office	2	SC	150 sq.ft.			\$175,000	6
<u>IX. SPECIAL RESIDENTIAL FACILITIES</u>							
1. Home for the Aged	4	SC	50,000 sq.ft. + (2 acres)	8	\$6,400,000	\$1,810,400	160
2. Home for the Mentally Retarded	4	R*	large house + 700 sq.ft. play area		\$540,000	\$262,800	25
3. Residence for Handicapped Adults	1	R*	35,000 sq.ft. (3.5 acres)	3.5	\$1,000,000	\$300,000	38
4. Home for the Mildly Disturbed	5	R*	large house + 700 sq.ft. play area	1.5	\$562,000	\$410,625	32
<u>X. FINANCIAL</u>							
1. Regional Field Services/ General Welfare Assistance	2	SC	2,000 sq.ft.			\$2,300,000 (administration/ benefits)	20
2. Provincial Benefits	1	CA	500 sq.ft.			\$2,305,300 (administration/ benefits)	6
3. Canada Pension Plan	PT	CA	400 sq.ft.			unavailable	1 (PT)
4. Unemployment Insurance	1	CA	4500 sq.ft.			unavailable	24
<u>XI. EMPLOYMENT</u>							
1. Canada Manpower	1	CA	7,000 sq.ft.			\$350,000	20
2. Training Centre for the Handicapped	1	industrial	4,500 sq.ft. (.5 acres)	.5		\$100,000	6
3. Sheltered Workshop	1	industrial	4,500 sq.ft. (.5 acres)	.5		\$100,000	6
4. Rehabilitation Counselling	1	industrial	700 sq.ft.			\$70,000 administration	4
5. Mental Retardation Co-ordination	1	industrial shared				\$40,000 benefits \$20,000	1

NC= Neighbourhood Centre; SC= Secondary Centre; CA= Central Area; R= Residential; R\*= related to secondary centre



## SOURCES

### I. EDUCATION

Ministry of Education, Ministry of Colleges and Universities, Durham Board of Education, Durham Region Roman Catholic Separate School Boards, and Durham College of Applied Arts and Technology.

### II. CHILD DAY CARE

Day Nurseries Branch, Ministry of Community and Social Services; District Office (Lindsay), Ministry of Community and Social Services; and the Department of Social Services, Regional Municipality of Durham.

### III. INFORMATION AND LIBRARY SERVICES

Libraries Branch, Ministry of Colleges and Universities; The Central Ontario Regional Library System; the Town of Pickering Public Library; and Community Information Services, Ministry of Community and Social Services.

### IV. RECREATION AND CULTURE

Sports and Recreation Branch, Ministry of Community and Social Services; Recreation Department, Town of Pickering; the Cultural Affairs Division, Ministry of Colleges and Universities; the Young Men's Christian Association (Planning); and the Young Women's Christian Association (National).

### V. CHURCHES

The Inter-Church Regional Planning Association - Toronto-Centred Region.

### VI. HEALTH

Ministry of Health; Durham Regional Health Unit; Durham Region Victorian Order of Nurses, Whitby Psychiatric Hospital, and Children's and Youth Institutions, Ministry of Community and Social Services.

### VII. LEGAL AND CORRECTIONAL SERVICES

Ministry of Correctional Services; Ministry of the Attorney General; Provincial Director, Ontario Legal Aid; Ministry of Community and Social Services; Durham Regional Police; National Parole Board, Court of Canadian Citizenship.





## VIII. CHILD AND FAMILY SERVICES

Children's Service Bureau and Lindsay District Office, Ministry of Community and Social Services; Department of Social Services, Regional Municipality of Durham; Family and Children's Services, Region of Durham; and The Ontario Association of Family Service Associations.

## IX. SPECIAL RESIDENTIAL FACILITIES

Senior Citizen's Bureau, Ministry of Community and Social Services; Children's Services Bureau, Ministry of Community and Social Services; District Office (Lindsay), Ministry of Community and Social Services; Department of Social Services, Regional Municipality of Durham; Region of Durham Family and Children's Services; Ontario Association for the Mentally Retarded; Participation House, Markham, Ontario (Ontario Federation for the Cerebral Palsied); Ministry of Correctional Services; and Ministry of Health.

## X. FINANCIAL PROGRAMS

Unemployment Insurance Canada; Canada Pension Plan (Southern Ontario Area Office); Workmen's Compensation Board (Toronto); Department of Veteran's Affairs (Toronto); Provincial Benefits Branch, Ministry of Community and Social Services; District Office (Lindsay), Ministry of Community and Social Services; and, Department of Social Services, Regional Municipality of Durham.

## XI. EMPLOYMENT AND IMMIGRATION PROGRAMS

Canada Department of Manpower and Immigration (Toronto and Oshawa); Ontario Association for the Mentally Retarded; and District Office (Lindsay), Ministry of Community and Social Services.

Many other organizations and individuals in addition to the major participants identified above, have contributed in general or specific ways in the generation of information and consultations relative to the technical information.







Ministry of  
Housing  
Hon. Donald R. Irvine, *Minister*  
R. M. Warren, *Deputy Minister*